

# Sales Management

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## Sales Managers Who Hung On and Won

When the moment of dark despair came—when plans seemed doomed to failure and life a mistake—they refused to turn back to Spain but kept on keeping on until they came within sight of land and fame.

By David H. Colcord

**A**FTER the theater four of us found a vacant table in a quiet restaurant on upper Broadway—the sales manager of a middle western manufacturing company, his New York district manager, a city salesman, and myself.

Al Jolson bats about 500% when it comes to taking the sting out of a bad day, and "Bombo," his last show, was no exception. All of us, except the sales manager, had passed an opinion on Jolson's ability as a jokester. The sales manager had nothing to say. Finally, noticing that he was unusually sober, that he had laughed very little during the performance, and knowing that he had lost a big order that day, I said to him, "What's the matter? Didn't we pick your kind of show?"

"Fellows, I think I saw something in 'Bombo' that you missed," he replied, squaring himself for one of his good-natured sermons. "That was a great show, and I found a lesson in the third act that's been staring me in the face for twenty-five years; a lesson so old and threadbare that I never thought it worth paying any attention to. It's one of those lessons too close to us to be seen.

### The Story in Every Man's Life

"Listen, with all its jazz, and slapstick comedy, there's a big idea back of 'Bombo,'" he continued. "It's the story of the personal ambition of the greatest man of the fifteenth century, the only intimate story I have ever heard of the life of Columbus, the man; Columbus, the pioneer thinker; Columbus, the sales manager—a man with a forward-looking idea too big for the comprehension of his age or even his associates.

"Just think of that third act for a moment—where we see Columbus aboard ship, searching the horizon for some sign to justify his faith—that the earth was round and that land lay to the westward! Men, that was a tragic moment,

tonight, when almost in sight of land, with the sailors in mutiny, threatening to take his life if he refused to turn around and sail back to Spain; when Columbus bowed in despair, to see the things he had given his life to, broken. That hit me hard. Here was a man with the vision of a lifetime, who had gone through with it to a point where he could reach out and almost grasp achievement; only to find defeat staring him in the face on the last step on the ladder. Boys, that was a wonderful song of the black-faced Jolson's, when he sang 'April Showers!'

### The Bird With the Wisp of Straw

"And then, you remember, the bird fluttered onto the deck with a whisp of straw in its beak. The sailors saw this visible proof that land must be just beyond. Doubt vanished; and Columbus sailed on—and gave Europe a new continent.

"Men, this point registered with me: every man with a vision must sometime in his career sail 'out-of-sight of land,' and there comes a time when with victory almost in sight the clouds settle and the future is as black as night. Every man runs his course almost within sight of a new continent. Every man some time is about to turn around and start back to Spain. Even the handful of supporters, who trusting him, have ventured into unknown seas have deserted, leaving him alone in his quest. His Gethsemane! Then some apparently insignificant thing happens—perhaps a favorable omen—a sea gull with evidence of things unseen! And he sails on and finds his America!

"Men, I stood with Columbus on the good ship Pinta, tonight, and Al Jolson sang to me, too. We are going back tomorrow and get that order!"

He did, and as he explained later, proved to his company and his associates the efficacy of the sales policy he had

advocated alone for ten years. I never forgot that sermon. For weeks afterwards it seemed to be the touchstone to life as I found it; and as I told his story to other sales executives, I found without exception, that they too had been "out-of-sight of land" and could put their finger on that moment in their lives when some incident—like the arrival of the bird—had carried them past discouragement to success.

Three days later I sat in the office of the vice-president and agency manager of one of our largest life insurance companies. In the course of the interview I told the "Bombo" story, and asked him if there hadn't been an hour in his life when he was ready to "sail back to Spain?" "What happened to keep you on the job—that made you keep faith with yourself and carry on until you had finished?"

The story was there and I knew it. It is in every sales manager's life. And I repeat his story hoping that if it finds one man-of-vision down in the mouth, that it will turn his face to the westward and help him to go on through to his new continent.

### The Vice-President's Story

"I got mine about twenty years ago," he began, "but first I will have to tell you something about the experience that preceded it. I was clerking in a grocery store in a small New England town. One of my relatives had married a prominent insurance agency manager in Boston, and when they visited us, I listened wide-eyed and open-mouthed to his description of insurance selling. It fascinated me; and then and there I determined that I was going to get into the insurance business. Finally I got the chance to join his agency in Boston.

"Shortly after this, my friend who was manager died, and the cashier took his place, and I was moved up to the position of cashier. In a year or so I found that

the man in charge of the agency was short on accounts and unless he got \$5,000 at once he would go broke, and we both stood to lose everything that we had. The home office knew nothing about the condition in the office in Boston, and when the check-up came, as I knew that it would some day, I had nothing to show that I was innocent of the misuse of funds.

"The first thing that I did was to go back to my home town, and by sheer selling force I borrowed \$5,000 on my personal note with no security. Then I went to the home office of the company and made a clean breast of my findings on the agreement that nothing would ever be done about it, as the manager was the father of several children and his wife was an invalid. The shock would have killed her. I did this, and being completely disgusted with the insurance business, resigned, determined never to get in it again. I read the want ads in a Boston paper and found that the telephone company was in need of clerks. It looked like a way out for me. I went down to their offices and stood in line three hours before an employment office window. When I was the fourth man from the window, a man that I remembered passed down the street alongside the line. He saw me and came over, saying, 'When are you coming over to sell me that policy?' That was too much for me, the old fighting blood came back—it was a little whiff of the sawdust to me. I fairly jumped out of line and said, 'Right now, my friend!' And I went with him to his home and wrote him for \$10,000. I went back to the agency prepared to 'clean up' and keep my part of the business Simon pure, as long as I lived. I have thanked that fellow a good many times, since, for showing me the 'land to the westward' as you call it.

"There was one other experience similar to it," he continued, "that even better illustrates your point. A year or so after my experience in Boston I was called to the home office of this same insurance company in the capacity of assistant agency manager. My experience had taught me one thing, that the insurance business needed a house cleaning as far as their methods of selling went. I went to the home office with the understanding that I was to have the opportunity to work out a different method of hiring and training salesmen. This was about the time of the Hughes investigation. A convention of agency managers was called at Atlantic City, and

at this time I outlined to other executives our plan of cutting out the part-time salesmen, and several other policies considered radical at the time. Then I came back home and began to put them into effect.

"The second day after the notices went out, one of our general agents resigned, cutting out \$1,000,000 in business. This shook my faith a little, as I saw that I was in for a fight. The next week another general agent resigned taking a \$3,000,000 business. Well, the loss of \$4,000,000 in business in two



COURTESY SWIFT & COMPANY

## The World's Greatest Salesman

By Saunders Norvell

**I** CLAIM Christopher Columbus was the greatest salesman, because as such he sold an idea, just as salesmen these days are getting past the point of selling items and are getting to the point of selling ideas. Columbus sold the idea that the world is round.

First he offered the idea to Italy. Next he went to Portugal. He offered it there, but no one would listen to it. He was discouraged. Then he rode his donkey toward Spain. While enroute he stayed all night in a convent. He told the priest about his idea, and he sold it to him.

The priest said, "I know Cardinal Mendoza, who is at the court of Elizabeth. I will give you a letter of introduction to Cardinal Mendoza." Columbus went on his little mule to the court of Spain, which at that time was just outside of Seville. He saw Cardinal Mendoza, and he sold the idea to him.

The Cardinal then introduced Columbus to the king. Columbus failed to sell the idea to the king, but he sold the idea to the queen, and it was so well sold that she sold her jewels to provide ships for Columbus to attempt the great adventure.

And so America was discovered. What happened? At that time Venice and Genoa were the two great mercantile cities of the world. All the trade of the East went through Venice and Genoa. When Columbus discovered a new route to India, and America, the whole of the trade changed. Venice immediately lost her trade; Genoa finally lost her trade. Business went first to Portugal and then to Holland, and from Holland it swung to England.

There is the history of a salesman—all salesmen are builders, explorers, pioneers. Some day cities will erect monuments to salesmen instead of warriors.

weeks didn't make me any too strong with the officers of the company. Then internal dissension began. In an insidious manner the footing was cut out from under me at every step. A directors' meeting was called, and I was asked to change my program. I refused, and I think succeeded in partly convincing them that I was right. They gave me another chance.

"But things went from bad to worse. My own friends in the agencies deserted me. Finally in a dark hour I received an offer from another insurance company, with a chance to start all over again. This came three days before a scheduled meeting with several agency managers that I had called in New York. These fellows I knew were coming in to give me the trimming of my

life. And I had planned to go before them and FIGHT. But the new offer gave me a chance to side-step this fight. Then I went to the directors and asked them to accept my resignation—and they showed no reluctance in doing so. Then I went home.

"The load had been taken off from my mind—I was free! The reaction was so great that at six o'clock I had a nervous breakdown. I said to myself, 'I am in no state of mind to make any decision at this time. I will wait until Monday.'

At four the next morning I got up and took a five-mile walk out into the country. Later I phoned for tickets and in the afternoon attended the Yale-Brown game at New Haven. The game absorbed my attention. Again and again I saw the Yale quarter-back rally his team before certain defeat—and I saw Yale finally win against the greatest odds I have ever seen in football. It made me ashamed of myself. If a mere kid could fight like that, who was I to lie down on my job as I was doing?

"I went back home, and Sunday morning called personally at the homes of the directors telling them that I had decided to reconsider, and if they would give me another chance, I'd go back and put my plan over. They did. I licked the bunch at the meeting in New York. Today I think I have won the fight—but if it hadn't been for that football game and that plucky quarter-back, I might have been clerking today in some office in New York."

Two days later I happened to lunch in Buffalo with F. B. Frazee, one of the executives of the Larkin Company, Inc., and I told him the story of "Bombo" asking for THE

hour in his life when he was ready to toss the sponge into the ring.

"You bring back a flood of memories," he began, shoving his chair back from the table ready to enjoy the retelling of his experience. "The instances of restoration of faith in oneself after discouragement probably are more frequent in the experiences of the man of temperament than are those of the man who sails his craft as a rule on level seas. My life as I look back on it has a good many valleys and mountain peaks. It has been necessary for me in my experiences to have at hand at all times one who has been able to help me over the little daily battles and steady the ship, as it were, to carry on. Without any sentimentality I would perforce have to pay my very

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# A Hurry-Up Contest that Brought Home the Beech-Nut

*The predicament that confronted this concern is not an uncommon one. It had set out to float a preferred stock issue. It had tried all the matter-of-fact, conventional methods without appreciable results. Heroic measures were called for—so a contest was staged. Immediately the wheels began to take hold, and the stock began to move. Thus another business that thought itself "different" finds it is no different after all.*

THE sales manager who contends that sales contests have outlived their usefulness and that salesmen will no longer respond to contest appeals has been handed a rough jolt by H. O. Stone & Company, one of Chicago's oldest and most conservative real estate houses, which just finished selling \$168,000 worth of preferred stock in ten days with a contest, after it had tried for nearly a month to move the issue with only indifferent results.

The problem confronting H. O. Stone & Co. in November was: How could they sell 3,000 shares of H. O. Stone & Co. seven per cent cumulative preferred stock, par value \$100, to the class of people they desired to hold their stock, and at the least possible expense? It was finally decided to give their 160 employees an opportunity to sell this issue themselves and to keep the commissions within the organization. Wm. F. Hedges, who had experience with several similar drives, was called in to conduct the selling campaign, and his method of graphically, and indirectly, stimulating the improvised sales force—and getting results—should be interesting to any reader of SALES MANAGEMENT considering a sales contest.

Before October 25th, the opening day of the contest, an attempt had been made in a general way to get the employees interested in selling the stock, but up until this time they had sold only \$45,000 of the \$300,000 issue. The opening gun of the special campaign was a notice to all employees to attend a buffet supper from six to eight p. m. in the Rose Room of the Morrison Hotel two days before the drive. The notice was signed by the assistant treasurer of the company. At this dinner the campaign was outlined and sold to the employees by Mr. Hedges, with the assistance of the different officers of the company.

## The Daily Bulletin

Each day during the contest the H. O. Stone Daily Bulletin, an 8½x13 multi-graphed sales letter, was sent to each one of the contestants, outlining the selling plan, the basis for prizes, selling ammunition, the list of teams and captains, suggestions for prospects, daily standings of the teams, largest amount of stock sold by any team, the roll of honor, and a tabulation of results. One bulletin issued on the first day is of unusual interest as

it gave the salesman a definite, concrete plan of procedure in making the canvass. To quote one section, "When the time comes to satisfy the caution of the prospect, take your prospect carefully through the Prospectus either by reading it to him or asking him to read it. If he reads it, call his attention to the paragraph 'Purpose of This Issue,' referring to the chart on gross income. Also call his attention to earnings in top paragraph on page four, in order to visualize your company's steady, healthy growth, in both volume and profit. You are now ready to show your prospect the balance sheet. At this point you have satisfied caution." These bulletins were edited after the close of each business day, printed in the evening and placed on each salesman's desk the next morning. They proved very effective indeed.

Two score boards were built and erected in the center of the main office where every employee could see them several times a day. The large board gave the standing of the teams each day, the smaller board shown in the illustration being used as a thermometer to show the progress of the entire campaign. Both score boards were built of Beaver board and painted white. The charts used and the names of the teams were painted in black. Extensions were made for each team for daily sales, and for the thermometer, by the use of black velvet ribbons—a roll of ribbon held behind the board, brought through by a slot in the board and again carried through to the back of the board at any extension desired. These charting lines of velvet ribbon pulled easily through the slots. The salesmen took a keen interest in watching the gains made by their team as shown on the board.

Attached each day to the regular bulletin was a two-color score board bulletin, an exact facsimile of the board itself. The charting and names of teams were printed and the extensions also printed in plain pica rule—the first day in red, with a change of color each succeeding day to add interest in the bulletins.

## The Teams and Prizes

Ten teams were appointed with approximately twelve members, who elected their own captains: The Loan and Mortgage, Subdivision, Real Estate, Bond Department No. 1, Bond Department No. 2, Renting, Accounting, Kenwood Office, Uptown Office, 68th St. and Upper Michigan Office teams. A point and a half commission was paid to each person making a cash sale, that is \$1.50 for every \$100 share of preferred stock sold. One point, \$1.00, was paid on every sale for fifteen per cent cash and the balance in three equal monthly installments. One thousand dollars was paid out in cash prizes: \$300 in cash to the team selling the greatest amount of stock, divided among the members of team in proportion to their individual sales; \$200 in cash divided in the same way among the members of the second winning team; \$100 for the third; and \$100 to the man selling the largest amount of stock; \$100

to the woman selling the largest amount of stock; \$50 to the man turning in the largest number of subscriptions regardless of the size; \$50 to the woman doing the same; \$50 to the man turning in the



largest single subscription; and the same amount to the woman. In order to speed up the contest toward the close, three special prizes were announced by a special delivery letter mailed so that it arrived at the salesmen's homes on Sunday morning. There were three \$10 cash prizes, one for the largest amount of stock, one for the largest single subscription, and one for the largest number of subscriptions taken between Saturday noon and 3:00 p. m. Monday. It is note-

worthy that one individual won four of the prizes.

During the contest several officers of the company wrote personal letters to all of the participants encouraging their efforts and pointing out places to get business. The ten teams sold \$168,200 worth of bonds during the ten days. Questioned as to the reason for the success of the drive Mr. Hedges said to a representative of SALES MANAGEMENT: "It is just another case of selling the

salesmen through the eye. The trouble with too many sales leaders in staging a drive of this kind is that they talk too much. They think that success depends on feeding the men a constant stream of pep and ginger. They forget that salesmen are 'fed up' on this sort of stuff. The way to get the men keyed up to a contest is to sell them with pictured ideas. That is what we have done, and as usual, it has won."

## How Spredit is Getting Quick Distribution

Movie Campaign Backed by Intensive Local Work Succeeds  
After Ordinary Methods Fail

By Merril V. Reed

**T**HOUGH dealers push, when the public balks it takes something more than the usual type of sales promotion and advertising to keep the wheels moving. Faced with such a problem, E. F. Drew & Co., Inc., of New York, have been engaged this past few months in going direct to consumers via the somewhat new but fascinating moving picture route. What the result has been is best contained in the statement by Mr. King R. Graham, sales manager, that the company plans to extend the motion picture campaign gradually over the entire country, aided by local newspaper advertising.

Spreidit, the nut margarine produced by this company, along with practically all other margarines, has been greatly hampered by the popular conception that it is a cheap substitute for butter. During the war, when margarines multiplied, the people became accustomed to buying margarine instead of butter as a matter of thrift and lower price, instead of for its food value. And this conception would not down, in spite of the usual methods of manufacturers to convince consumers of the food value of their respective brands.

### First Efforts Disappointing

Thus, when Spredit was taken into Connecticut and the New England states, the company's salesmen found dealers open to conviction on the merits of the product, and opened a great many accounts. Some dealers laid in several hundred pounds, convinced that Spredit would appeal to their customers as it did to them. Unlike butter, it keeps a long period, and the dealers bought in quantities sufficient to give them favorable rates.

But the rush on Spredit failed to materialize. And newspaper advertising alone could not break through the wall of skepticism.

Then it was that the company conceived the idea of visualizing to people in a new way the story of Spredit. Investigation showed that many grocers, most clerks, housekeepers and even domestic science instructors did not know the ingredients of margarine, especially nut margarine. Since the grocer was

supposed to be able to tell his customers the story of Spredit in selling it, the company produced a movie which would speak for him in his own community. The film takes a housewife into a store where before her eyes is shown the story of gathering coconuts in the Philippines, harvesting tons of peanuts, and the mixing of milk with these elements in the factory at Boonton, N. J., to form the package product.

### Telling the Story in Twenty Minutes

Having made a film that told this story in twenty minutes, the company developed an original idea of distribution. For in addition to exhibiting it through the national Y. M. C. A. movie bureau, and through numerous local channels including churches, clubs, community councils and schools, the main emphasis is placed on using the dealer's show windows. The product is thus definitely linked with the grocers that have stocked Spredit, and the chain is complete.

In brief, the methods which have yielded much success are as follows:

A crew of canvassers covers the town or city that is to be opened, calling on housewives and inviting them to attend an exhibition of the motion picture, which is to be shown in the window of their neighborhood grocer from 3 to 6 on certain afternoons. On Saturdays the show is continued until 10 at night. While it is frequently possible for the canvassers to make sales of Spredit, giving coupons that entitle the buyer to packages at any of the stores stocking it, the company has concentrated on getting the people out to see the film and thus short-cut the sales resistance which now exists.

The motion picture operator himself is an important factor. It is his work to line up the dealers and secure permission to use their windows for his exhibit. So in addition to being a competent operator, he must be a good salesman. Securing the windows of leading grocers has been successfully accomplished in most cases, and the campaign usually continues from two days to a week, with shows each day in the chief buying centers.

Necessarily, the audience is a continually changing one, estimated by the campaign men to be from a thousand up per day. It has been found that by cutting the film to one long reel, instead of two, the crowd will remain to the end. Whereas changing reels is usually the signal for a large part of the crowd to move on, and part of the story is lost. Seven hundred have been reached in single shows at churches, where the company provided an entire evening's performance of news and features, including the twenty-minute Spredit film.

In some towns it has been possible to greatly increase this audience by getting the local motion picture houses to show the film. But there is considerable opposition to this form of advertising, and the best results have been secured by having the local grocers run slides during the advertising intermission of the regular movie program, linking their name with the Spredit campaign that is being carried on in the city at that same time. The company arranged in a number of cases to hold Spredit programs at the local movie houses, charging as admission tickets that were distributed with purchases of Spredit. But the show window type of exhibit has put the message over to a larger audience, with less resistance and with sales increases proving the effectiveness of such propaganda.

### Sales Climbing Rapidly

Schools have shown considerable interest in the film, especially in the domestic science departments, although many oppose the injection of advertising into a story which combines manufacturing methods with travel.

In a small town where not a pound of the product had ever been sold, the film shown in the local theater, and in the high-school domestic science classes helped sell 1,500 pounds in a week.

The cost of such a campaign is naturally more than one in which newspaper advertising and a short sales drive alone will accomplish the necessary results. The operator's salary and traveling expenses run in the neighborhood of \$80 per week, to which the cost of the film, machine, portable shadow box and automobile must be apportioned.





SALESMAN'S QUOTA	
Town <i>Eagle River, Wis.</i>	How This Quota Is Estimated
Population <i>1200</i> Homes <i>240</i>	1. One-Fifth of Population Gives Number of Homes
QUOTA <i>3</i>	2. One Per Cent of Number of Homes Gives Quota
County <i>Valase</i>	
Population <i>5649</i> Homes <i>1129</i>	
QUOTA <i>12</i>	
Remarks	



# A Task for Every Town

By P. S. Redford

General Sales Manager, L. J. Mueller Furnace Co.

*The following plan was included in a talk delivered by Mr. Redford on December 8th to the Sales Manager's Club of the Manufacturers' and Jobbers' Association of Columbus. On January 12th, Charles R. Weirs addressed the Columbus Club on "Selling by Mail."*

MR. CONWELL, in his book "Acres of Diamonds," tells a story of a Pennsylvania farmer who thought he would like to become an expert in oil. This Pennsylvania farmer sold the little farm he had for \$833 and went to Canada to work with a brother, who was connected with the oil business, with the idea of training himself to come back and find oil in the United States. This Pennsylvania farmer did come back after some years and the place where his farm was had become the city of Titusville, and Titusville in Pennsylvania is one of the richest oil sections. He had left a farm worth millions to go to learn the business and to lose a fortune.

Mr. Conwell's farmer reminds me of an actual experience that I had a few years ago with developing home territory. At that time I was connected with a manufacturing concern in Ohio, and we weren't getting any business at all out of our home city. I don't know the reason why, but we never attempted to get it. I suppose one day somebody woke up after a bad night and decided there ought to be some business in this town. So we went ahead and established a local office and the first year secured \$60,000 worth of business; the second year \$100,000.

## Town-Jumping Not Allowed

Our own men are instructed to work their territories in circles from their headquarters and that if they can get all their business in the first town where they get off the train, they should stick in that town and get the business and not bother to travel any further.

This year especially, and next year I think more especially, economy in traveling is a vital necessity for all sales organizations. According to what Mr. Babson tells us we have to do an awful lot of digging in the future; we can't go around and pick up orders like grapes as we have been doing in the last few years. Incidental with that digging, we have to supply money, supply our overhead expenses, and I think the way to do—I

think you will agree with me—is to stop the boys from traveling just for the sake of traveling. When they have a big territory there is a big temptation, if they can't get an order, to hop on the train and go to the next town, to be back there next week and get it then.

Our business at the present time is connected with a lot of traditions, things we have done a certain way for years and years, and very few companies have attempted to break away from those traditions. But we, The Mueller Furnace Co., felt that the prevailing conditions throughout the industry were so bad that the only thing to do was to cut away from traditions and do something certain people in the industry think terrible. Whether we have been successful in taking that precautionary step, you can judge when I have finished the story.

## Everyone Loaded Up With Heaters

Heating men that are salesmen, as a rule are pretty hard to find. They are good heating men and usually poor salesmen, or good salesmen and not much good at heating. So our problem was to find men who could sell heating apparatus, and at the same time know what they were talking about.

At the beginning of the year we faced a condition that, as sales managers you will appreciate, was a very hard condition. We had a greater part of the country covered with big jobbers and we were not getting a satisfactory volume of business from these jobbers. So we decided without any preliminary work at all to slice off this method of distribution and go direct to the dealers ourselves. In our preliminary investigation of the conditions of the market before doing this, we found that the majority of the dealers of the country were loaded with heating apparatus. During the war years, and the years succeeding,

manufacturers had loaded dealers with all kinds of heating apparatus and there was a pretty good supply laying around all the towns. It seemed as if we had an enormous problem on our hands.

You can't very well sell a man goods if his warehouse is full, and you can't inspire a man to sell the goods if he hasn't the fundamentals to be inspired. At the same time we could not afford to close our factory because the dealers of the United States were loaded with heating apparatus. We had to do something else besides. So we set to work to build a retail outlet of our own.

## Every Salesman Given a Quota

In starting about this job we didn't have sufficient salesmen in our existing force that we could send those men to these new territories. So we had an additional problem of getting men to create this sales outlet. Realizing the ability of heating salesmen in general, we again took drastic steps and hired men who didn't know a thing about heating apparatus. We used automobile salesmen, bond salesmen, real-estate salesmen, in fact anybody that was innocent enough not to know anything of the heating business. Of course we felt we could tell them to do things that we knew very well we could not tell a heating salesman to do, because he would come back and tell us it could not be done. If we could talk to these poor innocents they would go ahead and try to do it at least, because they didn't know it could not be done.

Having got the collection of lambs together, ready to lead to the slaughter, we of course had to give them some tools to work with. So we made up a complete

analysis of the United States. We made a quota for every city, town, county and village in the country. It took us more than three months of clerical work to get that quota up. We took as a basis for our quota the United States Census of 1910, white population of the country. We took the government standards of families in the country, based on that census. The government tells us there is an average of five people to every family, so we took that population and divided by five, which gave us the number of families in each given community. After we got that figured we had to fix a quota and we had quite a job doing that.

Now, of course, you will get the impression that a mass of figures like that is not much good to hand to a mass of men, which is true, but we got down to units on the whole business. We made up for each salesman a little personal record book. In it were three different colored sheets. On one of the sheets was the history of the quota of every community that he traveled in. For instance, if you took Columbus, Ohio, we had on these little slips, the city and county, the value of the farm property, the buildings, the average value of farms and the total number of heating systems that had been sold in that community matched against that quota. On the back we gave an explanation of how the quota was arrived at. Following that sheet in his book he had a list of every one of our dealers in that same community. Then he had a sheet of every one of our prospective dealers in that community. So he had in his pocket—he could slip it in his pocket easily—a complete history of the past business, the future possibilities and prospects of that community.

Remember, that he was a poor innocent salesman, and he didn't know the heating business, and he didn't know a lot that heating salesmen knew. He was told to go out and get a distributor in every town; and he was told how to look for that distributor. He was told to keep away from the established trade; that is, if he found the established trade was loaded up with our goods; and to find a man who had vision enough to see heating systems could be sold in spite of the fact there was a lot of stock in these towns. He was of course a green man and the natural question came back. "How shall I find these prospects?" Again we got away from the old procedure. We didn't tell him to walk down the street and look over the business and if he saw any store that looked nice to go in and see if he could sell them a heating system. We told him to get off the train, go direct to the bank first and talk to the banker what he had to sell, and sell the banker on his line-up. When he was done with the banker, go to the Chamber of Commerce and do the same thing and point out to them the value of having in their town a man that was a real live wire, selling heating systems.

If we had put that problem up to a heating man he would have said that it was ridiculous, that it couldn't be done, and "I won't try to do it, because I will simply fall down," and we would have fallen down as a result.

The men were sent out fortified with this data, fortified with these instructions, and were told to work their territory on this basis, and on no other basis, and right at this point we got our first shock. We tackled a state over east as an experimental state, and we worked for nearly four months and didn't get a single dollar's worth of business. We began to get worried. We thought we were on the wrong track. It was a situation that called for an immediate and a desperate remedy; so we got the men together in New York City to find out what the trouble was. Apparently they were presenting the idea all right,

## Putting the Other Man's Experience to Work

I have never found myself clever enough to invent a lot of selling ideas, but I have found it possible to adopt a whole lot of selling plans from other industries and use them to the advantage of our present industry. The plan in this particular deal was made up from tactics of a bank selling savings bonds, a house selling bonds, and a manufacturer selling washing machines.

*P. S. Redford.*

apparently they were following instructions all right, but very apparently they were not getting the business.

We were pig-headed enough to believe we were on the right track regardless of the fact we had gone four months and zero on business. So we tackled the problem once more in a slightly different way. We took out ten men from the state and we assigned to each man a certain town and we told that man to go to that town and stay there until he got the business, but he was only given a week to get it in. We allotted each man a given time. We kept in touch with each man by telephone every night. He had to report to us if he had gotten the business or if he hadn't gotten the business. We had to know, and he was to tell us all about it. And, you know, when you are waiting for a call on the telephone to see what the salesman has not done, he has an incentive to go out and get business. We had only one addition to our plan. We wrote to the newspaper advertising manager ahead of the salesman's visit to the town, for their co-operation, using as an inducement that if we could get a distributor the newspaper would get some good advertising. And if you gentlemen never used the newspaper in backing you up in a selling-campaign, I can strongly recommend it. They were a big help to us.

As a result of this slight change in tactics, and giving the men a definite purpose and a definite time to do something in—if you have in mind the map of New York state, you will recall from New York City to Buffalo there are on the New York Central Lines 29 big-sized or fair-sized cities—we closed every one of those cities for a distributor inside of thirty days for an order of not less than \$3,000 in every city.

Now, the only explanation I can give of the sudden development of business is this, that before-hand the men were working loose, as it were, without any definite aim. They were not quite sure of themselves and they were not quite confident what they had been told was correct. They could hop the train that night and go somewhere else and get the business there, and so they did that. But when they had something definite to do, they went ahead and did it.

As a result of that experience we have repeated the operation in a good many other territories with the same result and the same effect. And wherever the salesman has been given a specific task he has accomplished that task, which I think points very vividly to the importance of closer supervision of everybody's activity.

This new plan of ours has another revolutionary phase to it. We don't go out into the towns and sell heating apparatus. We go out and sell an idea. We go out and sell a business. When we have sold that idea and that business, then our prospect has to buy the heating apparatus to carry out the idea. In that way we find we can sell a much larger order of goods than when we ask him how many he wants.

Our tactics used in that connection are these, that our men will take these quota figures, the result of the accomplishments of other dealers and they will sell the prospect on the possibilities before they even talk to him about what they have to sell at all. Then they will sell him a line of profit and he begins to get curious as to what this is all about. Then they sell him a business. They picture for him the management of this store, the details of operation of this place, in such a way as to make it an interesting story from start to finish, until they come to the point where the prospect says, "How much money will it take to swing this?" Depending on the size of the town, he is told how much money it will take to swing the proposition that has been outlined, and every salesman knows how much money it will take.

Then we have sometimes come up against the snag that the prospect says, "I haven't got that much money." The men on that point have been instructed how to go and find the money to back the dealer, if the dealer hasn't got the money.

Now, our whole theory on this proposition is this: That we have a product that is highly competitive; we have a product that you can buy in similar styles all the way from \$50 a piece up to \$350 a piece; and there are lots of established dealers in the business, so that we have to find a man with vision and paint

(Continued on page 342)



# Well-Fed Salesmen and New Accounts

*In the December issue of SALES MANAGEMENT we published the problem of a manufacturer whose salesmen "camped out" on established trade and showed no interest in going out and opening up more new accounts. The salesmen were commission men, who had been with the company a long time, and were well off financially. The subscriber wanted a plan to get the salesmen to devote more time to opening up new accounts without impairing their loyalty or enthusiasm. Nearly a hundred solutions were offered by SALES MANAGEMENT readers.*

## How the Problem Is Being Worked Out

IT has been both a pleasure and a revelation to read the suggested solutions to our sales organization problem. That we have adopted none is not to their discredit. The fact that we found no solution we could adopt was due solely to the lack of a clear conception of our case.

In the first place we have a product which is not yet able to support two salesmen in the territories assigned at present. One man CAN COVER HIS TERRITORY if he wants to and we have found a way to get him to do it.

Our territories are all centered around certain base cities. It is assumed that the territorial center will furnish the bulk of sales and make up for the smaller total on the outside. Hence to give one man the cream would leave but poor skimmed milk for the other.

On the straight commission plan out of which the salesman pays his own expenses, the office does not control the territory nor can it require it be worked properly. On the other hand the incentive of constantly growing commissions is too good to be lost and should be retained in any plan.

The success of our proposition depends upon steady educational work. We sell a patented article of women's and children's clothing. It isn't a one-time affair. There is a sales resistance to be overcome, but once established the big work is done. We have to require that a salesman call at definite and frequent intervals on all prospects and accounts.

New accounts are even more important than work upon old. We are looking forward to national consumer advertising and our immediate task is to secure distribution.

We wanted to open new territories and to do that meant that we must get our new sales policy under way or we would have still greater trouble when changing later. These were the changes made commencing January 1st: (1) Abandoned straight commission plan and put our salesmen upon what would, strictly speaking, be called a traveling expense and commission basis but which we call a point system. (2) Careful estimation showed that approximately 1,000 calls should be made a year in each territory to properly put us before our prospects. That was established as a "Call Quota."

We determined that a "point" should be a unit of one cent and estimating \$2,400 as a minimum traveling expense, established the basic rate per call of 240 points or \$2.40 with a guarantee of \$2,400.

Realizing that the hardest work lies in opening a new territory and the returns are least, we placed a bonus on new

accounts of ten points extra per dollar sale. This in addition to a regular commission which is a very much smaller percentage now than before this system. Here was an incentive for new business.

Our new plan, contrary to the old, called for our financing the opening of new territory which formerly was taken care of by the salesman on the straight commission basis, but we proposed to find a way for the highly developed territory to finance the new.

Up to a certain volume of sales our selling cost is higher than on the old straight commission plan, but when that volume is reached the guarantee or traveling allowance is absorbed and we have then a lower selling cost than before. Above that minimum volume, we pay just twice as many points, or in other words, double the commission, and what is saved over the old method of straight commission spreads into the cost of building up new territories.

As the volume of business grows greater the loss of bonuses in establishing new accounts is made up by the increased number of points per dollar sale on all business. What does it accomplish? (1) It makes a salesman travel and make his calls. (2) It secures a "call report" from every call and keeps our active and prospect card list up to the minute. We have our fingers on the whole U. S. territory. (3) It induces new accounts because of the bonus. (4) It affords an opportunity to offer special premiums for special drives. (5) It keeps a salesman working because it penalizes him if he lays down. (6) It limits inordinate growth of commissions in highly developed territory and such territories help to finance work in new fields. (7) It furnishes plenty of incentive to work on. (8) It is exceedingly simple to operate and the salesman can make his reports with a minimum of writing.

We keep a record of every call, using a Rand visible index for sales control, have a full history of every account and prospect and work done upon them. These cards are separated by territories and our mailing list is also arranged by territories. We can do special work in any section instantly.

Salesman is given a loose-leaf binder with a page for every prospect in blue paper and every active account in white. He covers his territory reporting on every one and the game is to turn in the blue prospect slip and get the bonus and a white slip back.

Office detail has actually been reduced, sales control is apparently perfect. There are no difficult computations to make, no expense reports to quarrel over, no temptation to pad expenses.

## The Best Solution Submitted by Our Readers

By George W. Higgins

Secretary, Higgins & Gollmar, Inc., to whom the prize has been awarded

THIS suggested system for getting prosperous commission salesmen to go after new accounts may be termed a two-way compensation bonus system.

Of course the figures taken are hypothetical to permit of expression. Each concern would have to work these out in accordance with the requirements of circumstances as to their own particular business.

First, is to gain an accurate approximation of the total number of prospects that "The House" has for its product or service, in the entire United States,

or the particular territory that it covers, or desires to cover advantageously and economically.

After getting this figure, which we shall take as 15,000 for an example in this outline, we will also figure that they employ forty salesmen. Which figures the 40 into the 15,000 as 375 possible prospects to each salesman employed.

Now, next determine the length of time that you can allow to cover this field. For this outline we shall figure one year. So that taking out vacation periods and other lost time it would figure an average quota of ten new pros-

pect calls each week for each salesman.

As it is worth something to "The House" to have these calls made even if sales are not immediately made—they should be willing to offer an incentive for making them. And there is no incentive like a money offering. So we shall offer each man a bonus for making calls on new prospects. In doing so he is expected to file proper reports with "The House." Such as the possibilities for making sales, the concern's location, the size, if they are "alive" or "dead" from general appearances and the name of the "real buyer" who has the "say-so" on

ordering the goods. For this example we shall offer the salesman a \$5.00 bonus if he makes his quota of ten new prospect calls (with the filing of proper reports) during the week. And for all calls made in excess of these ten we shall offer an extra bonus of \$1.00 each. Because the sooner he covers the territory of new prospects, picks out the "live ones" and gets back over the ground—the better for "The House." So that if the salesman in this example should call on 14 new prospects in a week, he would get \$5.00 for his first ten calls, and \$1.00 each for the four extra or a total bonus of \$9.00.

Now to have this retroactive, the man who ignores calling upon new prospects shall be fined for his unfaithfulness to both "The House" and himself. Having a bonus offered for making the calls, we must make the fine work out accordingly. So as to make it appear advantageous for the man to make the calls, and at the same time not too much of a severity should he fall down, as this will cause dissention. So that we shall base this as a fine of 50c per call for all short between ten and five. And \$1.00 each for all between five and none. So that a salesman making no new prospect calls would be fined five calls at 50c, and five calls for \$1.00 or a total fine of \$7.50.

#### Double Bonus for New Calls

So that the salesman will not neglect their old trade in any way so as to just hustle around for these "pickings" each man should be given a quota on old accounts also. For this example we shall figure the salesman as having sold \$50,000 last year. This gives him a weekly average of approximately \$1,000. So we shall give him something in his favor as an added incentive by setting his sales quota per week for old customer business at \$750. And in those weeks where he makes his quota of \$750 or more from established accounts, we offer a double bonus throughout on the new prospect calls. So that his bonus would be \$10.00 for his ten calls and \$2.00 each for all over. For example, of the fourteen prospect calls, and having made his repeat sales quota, he would get a total bonus of \$18.00.

Also that with all new prospects called upon and sold he shall collect a double bonus. For example, he has failed to make his established trade quota of \$750 and has made fourteen new calls and sold three new accounts. On these three he would get a double bonus of \$3.00 extra making his total bonus \$12.00 instead of \$9.00 as in the first example.

But also let us figure that he has made his quota of repeat sales of \$750; has made his fourteen new prospect calls and sold three new accounts of this number, and that his commission is ten per cent on his sales and the new sales totaled \$175, his regular commission would be \$92.50, and his new prospect bonus being double would be \$10 for the first ten, \$2.00 each for the four extra or \$8 more and \$2.00 extra on the three sold for \$6.00 more; or total earnings of \$116.50 for the week. Still, this is only the difference between this amount and \$92.50 for the bonus; or "The House" is paying him \$24.00 for making fourteen

new prospect calls and opening three new accounts with \$175 sales without neglecting his old trade.

Considered against the fact that they would undoubtedly have to allow a new salesman a drawing account of say, at least \$35.00, this works to their advantage, as well as the salesman's. And it is also questionable whether a new man could accomplish such results. And if sales were not made whether he could make an impression upon prospects such as an older, experienced and successful salesman would.

The advantages of this plan are that a man will hustle his old trade in order to get the double advantages of the bonus by meeting his quota. And after having made his quota with the old trade in a week, he will hustle the new prospects to

### Best Solutions Received to December Problem

All solutions received to the problem in the December issue were submitted to the subscriber. While none of the solutions were used, the following were selected as being the most practical of those submitted:

GEORGE W. HIGGINS

Secretary, Higgins & Gollmar, Inc.

A. H. LABISKY

Sales Manager, Barlow & Seelig Manufacturing Co.

G. B. LAURENT

Sales Manager, Empire Carpet Co.

HAL JOHNSON

Secretary, Sanitax Brush Company

The prize has accordingly been awarded to Mr. Higgins, whose paper is published here.

get the extra. And he will try and close the sale or open an account so as to get his commission and the "extra" which is his for doing it.

In presenting this to the sales force it is well to be frank. Put it to them in a spirit of sportsmanship. Explain that it is being done instead of putting on new men or dividing territory. That "The House" does not consider it fair to the salesman to take away territory and trade that they have established. At the same time it is not fair on their part to "The House" to expect it to stand still simply because certain of the men may be satisfied with their present earnings. In fact, it is not fair to these men and their families to permit them to be satisfied when they have the faculty and facilities to make more. This way they have the chances of earning the extra commissions and so that they will not be putting in time on calls that are realizing them nothing at all, the house makes this offer so that they shall get some compensation for their efforts, even

if the sale is not immediately accomplished.

The house can benefit by this for the increased prestige that these experienced men will carry over "cub" salesmen. They can also list the names from these reports for a prospect file and see that the right man with these concerns gets all their advertising matter and literature that they put out. They can follow them by a mail campaign (giving the salesman credit for the account if opened).

This system can also be worked up into a contest. Seeing who the first and last men are who fail to make their quota of new calls. Who the man is who makes the largest extra bonus each week. The double bonus being based upon past performances it gives the weaker members of the sales staff a chance to compete favorably with the better salesmen. Also having the effect of the "star" or "stars" fighting to hold their established positions.

Remember, that the figures in this example are only taken to show its working system. That in basing your figures it must be done so as to be an incentive for the men to go out and make their calls. And then, without working a handicap upon "The House" by being too costly. And with just a little thought the right figures can readily be determined.

### Second Best Solution to the Problem

By A. H. Labisky

Barlow & Seelig Mfg. Co., Ripon, Wis.

**W**ITHOUT question the most equitable of all methods of compensation to salesmen is the straight commission plan *PROVIDED* all salesmen realize that there is no such thing as "standing still" and being "satisfied," for either the firm or the salesman. The individual and business organization must continually go forward or go backward. There is no "stopping place."

No business firm can permit to let a salesman become satisfied with his income and to relax in his efforts to do more business, and the salesman's only chance to "slow down" personally is to develop the territory to a point where he can afford to employ a junior salesman to cover part of his territory and pay the junior salesman out of his own commissions.

During the past ten or fifteen years many concerns "just grew like Topsy" and the time has arrived when these concerns must "face the music" and correct conditions that have developed in the "commission" sales organization—and the one way to do this is to make it more expensive for the salesman to stay at home than to be out on the territory.

The established rate of commission should be maintained so as to provide all possible incentive for extra effort—but in addition put the salesman on a salary basis of, say \$125 per month of twenty-five working days. This is a guarantee of \$5 per day for actual effort made. Besides this allow \$5 per day for expenses when on the road (or actual

(Continued on page 366)





*Silver is given quality atmosphere when photographed before a spacious black background and on a strip of expensive lace and linen.*

## “Dolling Up” the Catalog

Various Ways for Photographing an Uninteresting Product to Give It Punch

*By Edwin H. Shanks*

**I**F D. W. Griffiths had been a sales manager, he would have built the best catalog ever published. He knows how to make pictures sell. He would have produced direct advertising material that would have smashed sales records because he makes a study of getting atmosphere into photographs.

This great movie producer as a sales manager, would give the merry ha-ha to competitors who fill their catalogs with halftones but not pictures. A halftone is a halftone, but it is too often a failure as a picture. Griffiths would make every halftone a picture by surrounding the product with the class “atmosphere” that increases the picture’s sales value.

How can the manufacturer of a dignified product get this kind of atmosphere into his catalog illustrations?

How does Griffiths accomplish it?

A dog or a telephone or any simple “property,” in the proper setting, may be sufficient atmosphere in some of the minor Griffiths scenes. But the big scenes which make his films famous, are built. If he requires a quaint old French village atmosphere, he may have

to build a whole street of houses out among towering trees and other suitable environment.

In getting up a catalog with photographs having the same strength as great movie scenes, the sales manager is more fortunate than the movie director. The latter must build a great castle, with its great winding staircase, towers, vast passages, in order that he may “shoot” the scene in it. The former has at his disposal ready-made settings for his product—the thousands of actual places where it is being used.

A recent catalog of the Holt Tractor Company has devoted 85% of it to illustrating the performance of the “Caterpillar,” and only 15% to selling talk and specifications. The reason for this is that good salesmanship is devoted to selling performance in preference to the product itself. The settings of these pictures are not only realistic but real. Therefore, they have great interest value and carry conviction. This concern has effectively taken the great movie director’s idea and transplanted it into their catalogs. Their products are staged in a human interest

manner. For example, here we have a 10-ton tractor climbing out of a deep creek bed, its nose pointed upward, and the operators clinging on as if they were riding a giant caterpillar. Next, there is another tractor making a “good road” out of a sea of mud. The various products are shown in picturesque tasks each of which speaks capable performance and results without the aid of selling talk.

But how about adapting the great movie director’s idea to smaller products? “My product is different,” you may say.

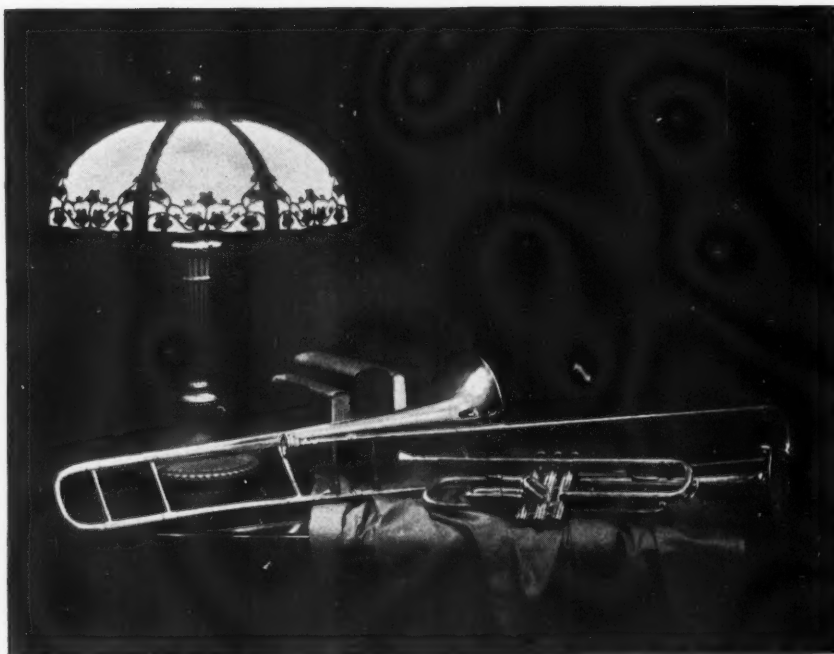
Handkerchiefs are a good example. They are considered a difficult subject to illustrate. The Tootal-Broadhurst-Lee Co., Ltd., New York City, manufacturers of Lissue handkerchiefs, have successfully handled the situation by showing environment or “atmosphere” that promptly suggests style, social functions, quality, correct dress, and other elements lending “class” to the product. A string of pearls, a candlestick, and a well-manicured hand reaching for the handkerchief constitute the “properties” and “actors” which loudly speak “evening affair.” A

story outside of the picture is suggested. A well-groomed man is adding the finishing touch to his correct outfit, while his wife will soon do the same by placing the string of waiting pearls about her neck. (She is last to be ready as usual and they will probably be late to the show as usual.)

Another style of handkerchief is shown in the coat pocket of a well-dressed business man. It is a close-up of the handkerchief and the picture boldly but effectively cuts off the head of the banker—he may be a banker. (Sometimes we feel like doing this to our banker.)

Candles have been cleverly illustrated in boxes, out of boxes, carelessly and carefully arranged, straight-on, and in about every conceivable position. But you wouldn't call such pictures interesting. One peep at a booklet of them would, undoubtedly, cause the Sales-manager Griffiths to haw-haw a sleeveful. But The Atlantic Refining Company stole his thunder when it came out recently with candle pictures having an abundance of human interest atmosphere. One picture is a wedding supper with the table lighted by candles, heavy black background, full dress regalia all around the table and the butler bringing up the rear. It sells candles—not merely illustrates them and takes orders.

C. G. Conn, Ltd., Elkhart, Ind., manufacturers of band instruments, do not have to suggest to possible buyers that they can practice evenings, when the catalog shows a trombone on the living-room table with the electric table lamp lighted for the evening.



*A suggestion of night study doubles the sales value of this picture.*

The telephone is a particularly useful "property" in getting business atmosphere. This useful accessory has served well in the hands of both clever and near-clever picture posers. Its service in this capacity is only begun. It offers great future possibilities. The Public Ledger, one of the country's great newspapers for business men, used the telephone effectively in getting office atmosphere when the instrument was photographed in the background for an advertisement of their newspaper. A good touch was added also by getting a background that is practically a solid black.

The black background effect is a stunt used by the most experienced photographers in setting off the product to advantage. It usually helps to get quality atmosphere for most products. Take for example the silver manufacturer who sets off his expensive pieces by placing them in the center of a large, solid black background. This manufacturer further adds a particularly effective touch of

quality by placing a trayful of silver pieces on an expensive strip of lace and linen, or by placing them in front of some tapestry, or through the use of some similar setting.

A manufacturer of cosmetics uses flowers to advantage in his photographs. They put life into the picture, convey a pleasant suggestion of refreshing odors, and provide indication of something outside of the picture.

A cap manufacturer brings in butterflies, spring blossoms, gloves and other similar atmosphere to carry the style idea. A neckwear manufacturer shows the product hanging out of an

open traveling bag, against which golf clubs have been placed unconcernedly, the whole outfit suggesting new ties to be taken along on the trip. Prominent food manufacturers have long since used the Griffiths idea to stage their products. The application of the product is photographed rather than the product itself. The Carnation Milk Products Company does not attempt to sell salad dressing by showing the bottle. They photograph a bit of the dressing oozing down over the side of a stuffed tomato. The same company sells milk, for example, by picturing the chocolate layer cake in which the milk is used, a case where the product is invisible and the picture is all atmosphere with no product.

A catalog of pocket knives is an uninviting piece of printed matter. The Remington Arms Company, Inc., New York City, cause the picture of a knife to have double the sales value by stripping it over the top of another photograph showing the use of the product.



*A scene from one of Douglas Fairbanks' pictures showing how the producer has used massive settings to secure a desired effect.*



*In this picture Griffith has cleverly made a full-grown star appear as a child by placing a great St. Bernard dog in the foreground.*



# The Biggest Thing a Sales Manager Can Do for His Men

By Ernest J. Gallmeyer

General Sales Manager, Wayne Tank & Pump Co., Fort Wayne, Ind.

*As this is written, the papers are filled with accounts of M. Coue and his doings. "Every day, in every way, I am getting thinner or fatter," as the case may be, is a standard smoking compartment joke. But for all our scoffing there is a great deal of truth in the old adage that, "As a man thinketh in his heart, so is he." Selling is almost entirely a mental process. That is why Mr. Gallmeyer attaches so much importance to a salesman's mental attitude."*



**I** WILL make a statement which may startle you and which is at the same time quite an indictment against man's reasoning powers. I can make a success of any salesman whom I can select and train, provided—and now mark you well, provided, it is within my power to destroy

this man's ability to think negatively. Did you hear that? Provided I can destroy this man's ability to think negatively.

The human sphere of things is wrapped up in this little sentence—"A salesman's mental hazards." These hazards are not confined to the salesman but they are your hazards and my hazards. They come to us at the cradle and follow us to the grave. Their names are Fear, Terror, Cowardice. Fear of what? Basically, fear of death. The man who has overcome the fear of death has finally overcome the very root of negative thought. After this greatest of all fears, the fear of death, comes the fear of loss in a thousand different ways. It is written that every man must die. It is written in his heart and it casts its shadow over every act of his life.

## Every Man Has a Yellow Streak

And in proportion as we overcome this fear—this negative thinking, do we succeed. Doctor, lawyer, merchant, manufacturer, mechanic, laborer, salesman, if you please,—every man in proportion to his talents, commensurate with the elimination of negative fear and thought. Doubt as to the future, question as to the outcome, apprehension as to results, loss of confidence in an enterprise, in personal ability, marks a man as a failure.

I do not care what your position or attainments may be, you and I have a yellow streak running down our backs from our head to our heels, and it is a foot wide and as thick as our mental machinery. We are afraid of this and afraid of that. We are not honest with

ourselves many times because we fear the results. We deliberately do the wrong thing. We do not endorse a certain movement because we are afraid it will hurt our business. We will not stand out boldly against a specific wrong because the people affected might not patronize us any longer. We are afraid to give our honest views on this or that movement or condition because we are afraid of the results. Our very footsteps are dogged because we doubt. What makes the tired business man tired? Work? No. Worry? Yes. Long hours? No. But sleepless nights—mental hazards, if you please.

We have not, of course, succeeded because of this yellow streak, because of this mental reservation, because of this negative thought in which we indulge, because of the fear thought that holds us captive; quite the contrary, we have succeeded in whatever measure that may be by overcoming these negative influences. Were it not for those many moments of success to which we can refer, were it not for our past accomplishments and the accomplishments of our fellow men, ours would assuredly be a sorry civilization.

## A Positive View Necessary to Success

The salesman's mental hazards begin first within himself. To succeed he must develop and hold a positive view on life. He must develop confidence in his ability, and have ever present the assurance that his undertakings will succeed. He must keep his mental machinery in good running order. I will try and draw a picture. Have you ever approached a man's desk and found it littered with letters, papers, advertisements, etc.—one of those desks where it takes a man half an hour to find anything? Yes, of course you have, and now for comparison hold that mental picture for a moment. Let's go over to a desk of another man. We find this man has his affairs in order. He uses files—he has things pigeon-holed and properly labeled for ready reference. The first kind of desk is the useless desk, the second the useful. Men's minds are like desks—either they are full of uncataloged, unuseable facts, or they are orderly, clear and responsive to the will of the possessor. The salesman should have an orderly mind, with his facts in such shape as to be instantly available. All other things being equal, the mentally wide-awake

salesman will carry away the business. I said all other things being equal—well, they just cannot be equal where a mental laggard and a clear-cut thinker are concerned. The clear-cut thinker will find so many good things to stress in his article, which the laggard will not think of at all, that the prospect will very naturally consider the one article superior to the other even though they be of equal merit. Mental laziness is one of the salesman's greatest mental hazards. Knowledge is power and by the same token a lack knowledge is weakness, and it's only a step from acknowledged weakness to discouragement. This is "Better Vision Week"—lest we forget, keep the fog off your mental specs. You can't be optimistic with misty optics, even though they be your mental eyes. One of the foremost mental hazards is to fail in mentally cataloging in usable form that which you know.

Second in importance, as influencing a salesman's thinking, are his home surroundings. What does his wife think of his job? Is she cheerful, encouraging? Does she believe in him, in his work, in the possibility of his success? If she does, the impetus thus afforded unmistakably makes a man. I am using the positive form here for if these positive influences are absent, they sooner or later, regardless of the man's ability, cause him to fail. He will fall or rise with the heart of his wife. *Heart wins more races than legs.* Put it down then, gentlemen, that one of the greatest mental hazards that man may have need not necessarily originate with himself.

## How to Keep Salesmen Going on High

Third, but of great importance, are the mental assailments which may come to a salesman as the result of his direction. In other words, the firm, the house, the sales manager, if you please, can either keep the salesman sweet or can keep him in such an aggrieved and agitated state of mind that he will prove a failure or at best only a mediocre man. Cooperation is the biggest word in sales direction. It is the biggest word in removing a salesman's mental hazards as far as the directing of his efforts is concerned. Salesmen, as a general thing, are high spirited, and when kept going on "high" produce the greatest results. When annoyed by petty interference, however, they soon lose their spirit and their usefulness is impaired.

The sales manager has opportunity to so direct his salesman's efforts that his mental hazards will be few. Show the salesman that his troubles are very close to him and therefore they look much larger to him than they really are.

In other words he makes mountains out of mole hills, and that is what makes it a mental hazard, for while it exists only in theory, it is just as real to him as if it were as bad as he thinks it is. The sales manager, if he gives his men and their troubles real thought will show them that their troubles are mental, that they have aggravated their difficulties through mental hysteria.

The manager should be familiar with the problems his men have to face so that he will intelligently advise and direct them. The manager who only tells and cannot himself do—or who has no sympathetic understanding of his men's problems will himself prove a mental hazard too great for even good men to bear up under. Men must have confidence in their leader or both lose. Expect much of a man and he will accom-

lish much. A manager never makes a mistake in giving a man the psychological advantage which lies in his expecting big results from him. Make the man feel that you know he can and when he begins to believe it himself you have won. Picture then the narrow-minded, bickering, fault-finding sales manager who thinks it his duty to scrutinize every little act of the salesman and nag him about it. One who never has a big thought of his own, but who always wants to take personal credit for any worth while accomplishment of his men. The men resent such management and they will not thrive on it. On the other hand, an optimistic administration, an encouraging, cooperating hand, will make men virtually bowl over all opposition in a territory. Put your men to bed with worry, have them attended by suspicion and they will awaken to either throw off the yoke and leave, or they will plod along devoid of heart and render a very poor service.

Deal frankly with men. If there is a future into which they can grow, tell them so. Nothing stunts initiative so

much as the thought of nothing better ahead. There can be no greater mental hazard.

Negative thought then thrives in the dark. An old saying, which I cannot quote verbatim, has it that if you will air your troubles they will disappear. Much negative thinking is overcome when men honestly face their problems, for the suspected, the dubious is eliminated and the bold facts stand out unmistakably. A man once said, "I am an old man and have had many troubles, the most of which never happened." If we are to grow we must overcome negative thoughts, and the best way to overcome negative thoughts is to habitually think in a cheerful, positive way. I am not now talking about wild optimism and blind enthusiasm, but I am talking about the cheerful confidence that comes out of the knowledge of man's place in this world for accomplishment. We have mental friends and we have mental enemies, just as we have personal friends and personal enemies. Why do we entertain mental enemies when we would not think of entertaining personal enemies?

# Winning the Jobber's Salesman

## What the Manufacturer's Representative Can Do to Help

A DISTRICT manager, in charge of sales for some ten or twelve states, for a nationally known, advertised grocery staple was worried over the lack of co-operation he was receiving from a certain big jobbing organization, to whom he must look for all the business he obtained from three northwestern states. His salesman in that territory was just barely able to keep the territory out of red figures. The jobber seemed uninterested in the line.

A visit with the jobber in question revealed the trouble.

"Frankly, I think your man has too much territory," the jobber told the district manager when the question was broached. "He comes in, takes our order, and is gone again for thirty to sixty days. The other specialty men manage to visit us at least every two weeks. They are here on Saturdays, when our own men are in, making friends and selling their lines to our men. I don't think your man knows more than three of our salesmen. You need a man here to cultivate our salesmen, and help us sell more of your goods—to keep us from forgetting all about you."

"What would you suggest?" queried the district manager.

"Put in a man, and let him make this town his headquarters," answered the jobber.

"Can you suggest a man?" was the district manager's second question.

"I'll see who I can find, and let you know."

Two weeks later the district manager received a recommendation from the

jobber. A young fellow, then working in a local grocery store, was the selection of the jobber. He was hired, and put to work, with instructions to devote his energies to obtaining the co-operation of the various jobbing salesmen in his territory.

This ex-grocery clerk knew nearly every jobber's salesman in the territory. He frankly told them that he needed their help. He did not try to buy their help, or to appeal to their sympathy, but because of his likeable personality he was able to obtain an unusual degree of co-operation from the jobbers' salesmen. In nine months sales have been multiplied by five. The former salesman in this territory has been given charge of a smaller territory, and taking a leaf from the green salesman's experience has learned to cultivate the jobbers' salesmen, as well as the buyers. His sales have shown a similarly attractive increase.

A salesman for a fountain pen company recently said that it required about fifteen minutes of his time to sell the buyer on each trip, but all the balance of his available time to sell the salesmen. This man has recently been put in charge of five states, largely due to his success with jobbers' salesmen.

Just prior to the big holiday selling season he addressed a group of jobbers' men and offered to give a banquet at a leading hotel to every salesman who sold a gross of pens during the next thirty days. Every man on the sales force qualified, some selling as high as five gross.

The writer recently visited a prominent jobber in company with this foun-

tain pen man. It seemed as if an old employee had returned. The girl at the information desk greeted him with a pleasant word and smile, the janitor happened along and asked about the sale of his brand of pens. The secretary of the company was similarly interested, while the buyer asked his opinion about a certain form letter he was sending out.

It seemed as if everyone in the jobber's office knew this salesman, his line, and his house. He is frank to admit that this jobber has given him an unusual amount of co-operation, but it did not come unsolicited. Other men had been unable to develop any volume of business on fountain pens from this jobber, but by selling his line to everyone connected with the jobber, as well as the buyer, he has achieved a remarkable success.

"When I see one of our salesmen walk into a jobbing house without being hailed by two or three people on his way to the buyer's desk or office," says a branch manager for a soap concern, "I know that our salesman is overlooking an important part of his work. This is particularly true of the smaller jobbers. Regardless of all that has been said and written about them, they are usually a friendly lot, and if met half way by an earnest salesman they will gladly lend a hand to help that salesman succeed."

Sit around the hotel lobbies in the smaller towns and see what specialty men are greeted cordially by the jobbers' salesmen as they come in. They are the men whose lines are selling. They are the men who are receiving the real help from the jobbers.



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# Prize Essay Competition

*For Discussion of the subject:*

*"A Statistical Index of the Purchasing Power  
of Consumers in the United States"*

PRIZES: *First Prize . . . \$1500*  
*Second Prize . . . 800*  
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THE competition is open to any con-  
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This subject is to be treated with spec-  
ial relation to the buying capacity of the  
ultimate consumer. In order to limit the  
scope of the work to be done, therefore,  
the demand for consumers' goods alone  
should be covered.

It is hoped, incidentally, that the com-  
petition will serve to call the serious at-  
tention of statisticians to the possibilities  
of constructive work in the investigation  
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*Advertising*

NEW YORK CHICAGO BOSTON CINCINNATI CLEVELAND LONDON



*For many years the familiar "Tug-of-War" demonstration has played a prominent role in the selling plans of Sweet-Orr & Company. Formerly it was held for the benefit of retail dealers. With the new plan in operation tug-of-wars are held in factories, railroad shops, and union meetings instead.*

## Sweet-Orr Change Over to Selling Consumer Direct

Experimental Campaigns in Cleveland, Pittsburgh, Buffalo and Chicago indicate volume can be increased ten-fold by adoption of new plan

**A**FTER spending fifty years in building up a \$40,000,000 business with merchants, Sweet-Orr & Company are now abandoning this time-honored method of distributing their products. In four cities they have given exclusive selling rights for the entire Sweet-Orr and Tug-of-War Work Garments and Boys' Suits to organizations that will sell the line direct to the consumer. SALES MANAGEMENT is advised that they plan to add other cities as rapidly as distributing companies can be organized in the various cities.

Back of this change lies the old problem of dealer apathy in selling high-priced merchandise. Lest the wrong impression be given, let us add that Sweet-Orr garments are not high-priced in the sense that the consumer pays for reputation, but due to recognized superiority this line is sold at prices slightly higher than many lines of nameless work clothing, unknown to the consumer.

To the average merchant, an overall, or a pair of work pants is just the same as any other overall or work pants. They look at prices and profits, and while thousands of merchants carry the Sweet-Orr line it is said they push other lines of cheaper grades. The Sweet-Orr line is carried in small lots and inadequate size assortments. The consumer asks for Sweet-Orr work clothing, only to find that his size is not in stock. The merchant sells him an inferior garment, with the old familiar statement that the substitute is "just as good."

This is given as the reason back of the Sweet-Orr determination to eventually take their products out of the hands of retail merchants and department stores. It is planned that they will go direct to the man who wears the clothing.

For some years the company has been

receiving a quantity of letters from its customers situated in all parts of the country complaining that they were unable to buy Sweet-Orr garments in the stores. These letters have always been answered courteously and without any effort a sort of mail order business has gradually grown up. In the past all business has been referred to retail merchants where one was convenient to the person who complained that Sweet-Orr garments were unobtainable.

Time and again the company has found that merchants were selling cheap garments to customers who had been directed to their store by letters from the Sweet-Orr offices. Since the war the merchants have perhaps been more active in substitution, in an effort to regain inventory losses, and due to their insistence on high profits. The problem has grown and grown until the company was actually doing a considerable volume of business by mail with consumers who insisted on Sweet-Orr garments yet were unable to buy them from their local merchants. In an interview granted a representative of SALES MANAGEMENT, E. G. Hendrickson, head of The E. G. Hendrickson Company, Inc., who are sole distributors in Chicago for Sweet-Orr garments, said:

"We have been appointed exclusive selling agents for Chicago and the immediate territory on the entire line of Sweet-Orr garments. Not even the largest department store in Chicago can buy a Sweet-Orr garment except through us. For the time being the department stores will continue to sell Sweet-Orr Overalls, but the "Tug-of-War" garments will no longer be sold in stores. Our own sales organization, which is rapidly growing, will sell the line exclu-

sively. We are going right out to the consumer."

Mr. Hendrickson added the information that the salesmen are meeting with a cordial welcome in nearly all factories, industrial plants and railroad shops. Perhaps there is not a better-known name than Sweet-Orr as far as wearers of work-clothing are concerned, and the fact that workers in industrial plants can now purchase this brand and have the garments delivered direct to their homes by parcel post is apparently meeting with the approval of the average consumer.

Chicago has been divided into four territories, each territory under the supervision of a sales captain, who supervises the selling force in his territory. In advance of the salesman's visit a letter on the Sweet-Orr stationery, signed by the president of the concern, is sent out to the head of the welfare department of all firms which are to be visited by the salesmen. Permission to hold a demonstration is sought by this letter.

When permission is granted, the salesman visits the plant and holds the familiar "Tug-of-War" demonstration, which has been, for many years a vital part of the Sweet-Orr selling plan. The company offers a pair of pants to each of any six men who can, with their combined efforts rip a pair of these pants by pulling against each other, three men holding each of the pants legs.

A line of boys suits, made from the same patented material that is used in the "Tug-of-War" pants is to be offered direct to the consumer. It is planned to secure women sales representatives to make a house-to-house canvass, taking orders for these boys' suits. A woman will be allotted a territory—perhaps ten square blocks. She will have exclusive rights to this territory, as long as her sales are satisfactory.

Sweet-Orr garments have always been made by union labor. This fact is being capitalized to the fullest extent. Demonstrations are being held in many union meetings, the familiar "Tug-of-War" being the method used to attract the attention of the union men at their meetings. A representative is on hand to make a short talk about the Sweet-Orr line, pass out post card order blanks, and if the occasion permits take orders for any garments that may be needed by the men.

Salesmen are employed on a commission basis. They are furnished with ample means of identification, so that they may immediately cash in on the long established reputation of the firm. The local distributors carry a complete stock of all garments, and shipments are made by parcel post collect. With each order a small deposit, little more than enough to pay the postage, is required.

E. G. Hendrickson Company has only been operating in Chicago since early in December, 1922. Their sales organization of approximately ten men did not start until January 1st, and yet Mr. Hendrickson states that the business already sold insures a business in 1923 that will far exceed the business obtained from the Chicago department stores and merchants in 1922.



*"As Milwaukee Buys—The Nation Buys!"*

## A **FIRST**—by Merit State

Wisconsin is **FIRST** among all states in the value of her cheese and other dairy products. In 1922 Wisconsin produced three times as much cheese as all the other states put together.

Wisconsin is **FIRST** in condensed milk—producing one-fourth of the nation's output.

**FIRST** in concrete mixers—manufacturing two-fifths of those produced in the United States.

**FIRST** in aluminum products—turning out one-fourth of the country's entire output.

**FIRST** in bottling machinery, whose value is nearly double that of the output in the next state.

**FIRST** in planing machinery.

**FIRST** in canning peas—putting up almost as much as all the other states combined.

**FIRST** in flour from custom mills. The \$15,339,862 value of this product in 1922 was more than double that of the next state.

Wisconsin is a **FIRST**—by Merit state. Rich in farming, dairying and manufacturing. The Journal is read by more Milwaukee and Wisconsin people than any other publication in the world. In addition to covering 80% of Milwaukee's English-reading population, it influences buying habits in every city and town of the state.

*Sales and advertising managers are invited to send for  
The Journal's analysis of the Milwaukee Market  
in relation to various products*

## *The Milwaukee Journal*

*FIRST—by Merit*

H. J. GRANT, Publisher

R. A. TURNQUIST, Advertising Manager

*Try It Out In Representative Milwaukee*



*The largest outdoor advertising sign in the world—on the New York Central Lines coming into New York. It is 800 feet long and nearly fifty in height.*

# When a Territory Gets a Sinking Spell

Some sales managers wait for nature to take its course, while others treat it to a dose of hurry-up sales tactics and jerk it up in short order

**D**URING the display of a number of Bayer Aspirin posters in Des Moines forty-three local druggists were visited in an effort to determine what effect the posters were having on sales. Out of the forty-three druggists visited thirty-two claimed that the posters had stimulated sales. Seven had noticed no increase and four were uncertain whether sales had been increased. Fourteen mentioned the fact that customers had made comment on the posters, twenty-four had no recollection of customer comment, and five were not sure.

To make sure that the merchants had seen the posters they were asked which color they preferred. Thirty-two preferred the blue background, six preferred the yellow background and six had no preference.

## Three Months' Sales in a Day

Posters need not be merchandised to the trade. They are inescapable, and it is unnecessary to get out broadsides, or other material to tell the trade that you are advertising. This, in itself is worth considering for every sales manager knows the difficulty in inducing salesmen to properly merchandise the average advertising campaign.

In a small town in Alabama there is a girls' school and opposite the school a drug store. Up to last winter this drug store had done a fair business in the products of the Palmolive Company, particularly Palmolive Soap. One bright day last winter the first Palmolive poster was placed on the poster board opposite the school and near the drug store. The appearance of the beautiful Underwood poster on the board facing the school made Palmolive Soap a reality to every girl in that school. It brought Palmolive, and "that schoolgirl complexion" home to them. The druggist had been enterprising enough to decorate his window with Palmolive advertising material and in one day a normal three months' supply of soap was sold.

The Kellogg Toasted Corn Flake Company of Battle Creek used poster advertising some years ago—I think back in 1909—somewhat before the medium had been brought up to its present standard. They let it be known that they were "off" poster advertising for life. A salesman who had supreme confidence in the

medium visited Battle Creek and succeeded in convincing them that there had been a marked improvement in poster service since they had used it. He even offered to go "fifty-fifty" with them in an experimental campaign to prove that his contention was correct. He said "Pick out a territory in which your sales are sub-normal, run an experimental campaign and if the results are not as I predict, I will pay half the cost."

In two southwestern states Kellogg's competitor had gotten a foothold and had become such a formidable rival that Kellogg was being outstripped three to one in sales. A survey was made to ascertain just what sales conditions were prior to the experiment. The posters were displayed on the boards and in a few months another survey was made to determine the results of the experiment. In the few months time Kellogg had passed its competitor, so much so that Kellogg's was first in sales, and the other brand a poor second.

## A Curious Reaction

Recently the Universal Film Company placed an advertisement upon the poster boards in New York showing a picture of the Woolworth Building tottering and falling in ruins. This illustration was used to advertise a production called "Mistress of the World." The poster brought a curious result. It brought about a marked reduction in the receipts by the Woolworth Building from tickets to the top of the building.

Sightseers visited the Aquarium, the Metropolitan Museum and the Brooklyn Bridge, but passed up the Woolworth Tower. The people who saw the poster shuddered when they thought what would happen to them if they were in the Woolworth Building should such a disaster as pictured on the poster occur—the poster was too vivid, it brought home to them the dire results of an earthquake that might happen and cause the building to fall. A letter was written by the building management asking the Universal Company to "have a heart."

Another curious reaction to posters shows the enormous power of poster advertising. To advertise a production called "The Storm" a moving picture company ran a poster campaign with only the following copy, "The Storm Is Coming." It so happened that in some

of the cities in which the poster appeared, a severe storm followed the display of the posters. The Weather Bureaus in various cities began to hear about it. Had the United States Government adopted a new method of making the services of the Weather Bureau more effective? Was this a new way of warning the public of approaching storms? These were some of the questions which thousands of men and women were asking. So numerous were the inquiries received by the Weather Bureau that the matter was referred to Washington and the motion picture company heard from headquarters in the form of a request that posters of this type be used sparingly, if at all, because of the concern aroused widely among those who did not understand that "The Storm Is Coming" poster was a forerunner of a motion picture production.

## Poster Copy Must Be Snappy

A recent recruit to the ranks of poster advertisers used a unique but intensely practical method of selecting his poster. A number of small sketches were submitted and the selection narrowed down to two designs. He had full-sized samples of these posters painted by hand and placed upon a large board directly across the street from his factory. Here he could see his poster in competition with nearly a dozen others of the same size. Both posters were displayed. In the course of the month that they appeared he had an opportunity to size them up from every angle. One of the posters literally slapped you in the face. The other seemed buried among the vivid colors of competitive designs. The selection finally made resulted in one of the strongest posters that appeared on the boards this year. As a result of this test they were able to make certain changes that strengthened the second poster materially.

The average poster buyer makes a mistake in judging his poster from the sketch on his desk. He should remember that he who runs must read, and that it is virtually impossible to read thirty-five words of copy riding by a poster in a street car, much less in an automobile. Simplicity and strength of design are the essentials of a readable poster, but far too many are cluttered up with too much copy.



# Mail Campaigns That Went Over Big—and Why

By William A. Hersey

*This is the fourth of a series of articles which Mr. Hersey is writing for SALES MANAGEMENT. The first article appeared in the November issue, and was entitled: "How Return Cards Affect Results." In December we published "What I Have Learned About Coupons," and in January, "Selling the 'Tank-Town' by Mail." Later articles will deal with other phases of this most important part of a sales manager's work.*

THERE are a lot of business men who feel that there is nothing quite so important as experience. And to a large extent they are right. Other things being equal the man with the most experience ought to know the most about the product, the market, and the way to sell the product to the market. But in practice it doesn't always work out that way. The man at the head of the business, for example, often over-emphasizes in his own mind the importance of quality, when the people he is selling to have never been made to want quality. He is so close to the inside of the business that he has lost his outside viewpoint.

I recall reading in SALES MANAGEMENT four or five years ago a story about Herbert Casson, an advertising counselor now living in England, who had met a manufacturer in a smoking compartment. They were sitting near each other, and unaware of each other's business, began to talk about business efficiency men. Said the manufacturer: "I have no use for those fellows, I think they are humbugs."

"Sorry to hear you say that," replied Casson, "for I am one of those fellows myself." And then he added quickly: "Say, I don't know anything about your business except that you are a manufacturer. Tell you what I'll do. You tell me what you make, and if I can't in five minutes, suggest something about the business that you'll admit hasn't been properly considered, I'll buy a meal for both of us in the dining car."

"Agreed," said the manufacturer. "I make go-carts. Shoot."

"Let's see," said Casson reflectively, "women are the buyers of go-carts, aren't they?"

"Yes."

"Did you ever in your life ask a lot of women what kind of go-carts they wanted?"

"No."

"Women are admittedly

shy on mechanical sense. Did you ever give that fact consideration and make your product very simple, so that any woman could put it together or operate it?"

"Can't say that I ever thought much about that."

"I see. Well, now, women have few pockets. Didn't you ever figure that a good feature in a go-cart would be a pocket in the rear where the nurse-maid could slip a bottle of milk?"

"No," said the manufacturer, beginning to smile. "I never thought about that, either."

"Humph," said Casson gazing reflectively at the ceiling of the car.

"Wouldn't it be a good idea to put a little bell or some other jingle on the front of the cart to entertain the kid as he was pushed along?"

The manufacturer jumped up. "Come on in and take lunch with me," he said.

On the other hand there are many business men who realize that this is an age of specialists, and are willing to concede that knowing how to make a product is one thing, and knowing how to make people buy it by mail is something else again. Mr. Blank, head of a concern making a number of lines of wash dresses is a good example of that type of a business man. He had built up a large business by the use of salesmen and had never made any serious attempt to use the mails. He was the sort of chap that was willing to try anything once, and in spite of the fact that the letters which he had sent out from time to time had been disappointing, he called in a man who specialized in selling by mail and asked him to submit a plan for supplementing the work of the salesmen with intensive mail campaigning. After making a thorough analysis of his records, here's what he discovered:

A. Only 55% of the accounts on his books had bought within the last year. (This is considering accounts only actively in business.)

B. His active customers represented less than 20% of the total number of well-rated possible customers.

C. Over 60% of his active customers bought only one, two or three of his lines, while he was manufacturing six different lines.

D. Over 30% of his customers gave the salesmen an order when they called, but did not order anything between calls.

This analysis showed that three things were vitally necessary:

LEO H. HIRSCH & CO.

Makers of Pearl Button Since 1893

306 EAST 22nd STREET  
NEW YORK



**Hello!**

Is this Shirtsraft Co. Inc.?  
This is Leo H. Hirsch & Co.

We have written you several times asking if we could have the privilege of sending you samples of our Ocean Pearl Shirt Buttons.

But we have had no response.

May we repeat that sending samples to you will incur no obligation on your part. Just let us know what sizes and grades you use so that we will know what samples to send.

Yes, we are sure that the prices will prove interesting - that's why we are anxious to send samples and submit our prices.

Thank You.

LEO H. HIRSCH & CO.

P.S. Don't bother writing a special letter. Use the spaces provided on the reverse side of this letter to let us know what sizes and grades you use.

*This letter proved highly effective as a final follow-up. Notice the novel way the letter is personalized by individually typing in the buyer's name on the first line.*

A. To go after the prospective accounts not handling.

B. To get a larger number of dealers handling more of their lines.

C. More intensive work after they had a customer started to see that he kept handling their lines.

So the specialist planned a mail campaign as follows:

A. A series of folders, to go to prospective dealers not handling—using four-page folders, 11x17, mailed under one-cent postage, each folder showing ten to twelve special numbers.

B. A series of letters to dealers handling only a part of their lines.

C. A series of letters to dealers who had not ordered for a year or more.

Note—After the letters "C" had been mailed, then those names that did not reply were added on the regular prospect list.

As a result of the campaign to prospects, several thousand new dealer accounts were opened, and the letters to inactive accounts brought back 20% of the dealers who had not ordered for a year. The cost of new business was two per cent more than the commission paid to salesmen.

A manufacturer of one of the best-known trademarked hats decided that he wanted new business—and wanted to get it by mail, so a feature hat service was planned. This service consisted of sending the dealer a shipment of three hats twice a month. From the dealer's point of view, this was a good plan, because it gave him a few new hats every few weeks, and livened his stock.

The first difficulty encountered was to secure the names of the stores in the different towns that could handle this high-priced line—and the names of the buyers. The campaign planned was as follows:

A. Series of letters to newspapers in the different towns, asking for the name of the store having the leading millinery department, the name of the advertising manager and millinery buyer in that store.

B. Series of letters, augmented by attractive folders, describing the service in detail, to be sent to the buyers.

C. Series of letters to be sent to the advertising managers at the same time the "B" campaign was sent to the buyers.

Out of 1,000 large stores, in as many different cities, 232 new accounts were opened. The important part was that these dealers could become acquainted with this line. That meant an opening for carrying larger stocks. And they were names that that would ordinarily be considered the hardest to sell by mail.

A sweater manufacturer discovered that he was selling but sixteen per cent of possible dealers. A campaign was planned of one mailing a month, to go to all dealers not handling his line. This campaign consisted of a series of folders, each folder showing from eight to twenty numbers selected from his line—each one attractively priced, and impressively displayed on the inside.

(1) Is a discount of 40% enough for the dealer?

(2) Is a discount of 40% - 20 - 5 - 5 sufficient to interest the jobber?

(3) Should the showcases be sold or given free with certain assortments?

Remarks:

Leo H. Hirsch & Co.

Send me the following samples, and quote prices. It is understood that this will incur no obligation on my part.

Quantity of Samples Wanted	Size Wanted	Thickness Wanted	Grade Wanted
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....

Name of Buyer .....

*Buyers have a bad habit of reading the return card first to get the proposition "in a nut-shell." By using the back of the letter for an order blank you not only overcome this difficulty, but also save cost of extra order blanks.*

The business secured by this campaign cost less than the commission paid to his salesmen and most of it came from towns the salesmen did not cover—so it meant practically additional volume.

One feature disclosed by the campaign, as it was carried on, was that the circulars in which the garments were illustrated with wash drawings brought better results than those illustrated by photographs.

A jobber of heavy hardware wanted to tell his customers about the different lines that he carried. To make a list of the products was not satisfactory, because the list would not be read—and to

send out a catalogue was too expensive.

So a four-page letterhead was planned that could be used for regular correspondence—to give quotations, etc.

First, their entire stock was divided into small lines, and an illustration was planned to cover that line. Then these illustrations, together with a brief summary of the items carried in each line, were shown on the inside of this circular.

A publisher of a women's magazine wanted to secure subscription representatives in a large number of small towns. To test the value of different types of stationery, a letter was mailed to the entire list.

On one-half of the list, the letter was multigraphed on their regular stationery, 8½x11, and mailed in their regular envelope. On the other half, the letter was multigraphed on an 8½x11 sheet, folded in half, to look like a note-size sheet used by women. Then it was mailed in an announcement envelope, without any printing on the outside. This envelope was addressed in long-hand. The object was to make it appear as personal as possible. The letters on the small stationery secured over five times the results the one on the large letterhead. This shows that often the type of stationery used has a tremendous influence on the results of a campaign.

Many manufacturers, who, in turn, sell their product to other manufacturers in large quantities, often feel that their product could not be sold by mail.

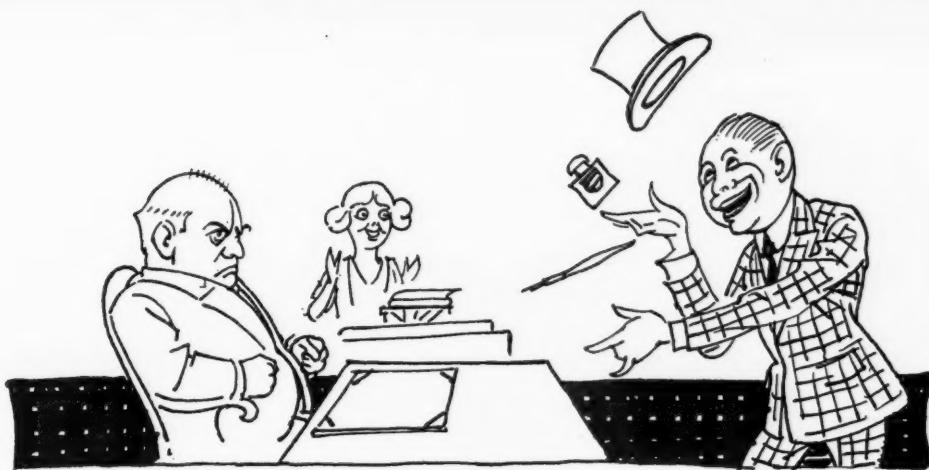
Leo H. Hirsch & Company is one of the largest manufacturers of pearl buttons in the country. One of the big ends of their business is manufacturing high-grade shirt buttons. They decided to go after the business of all of the shirt manufacturers they were not selling, but instead of sending salesmen to each one, a

series of letters was planned. Before planning these letters, a man was sent to interview the foreladies of the button-sewing departments of some of the large manufacturers, to find out what these foreladies wanted in shirt buttons, that is, quality, the kicks they had to make, etc.

Then, a series of letters was sent out, merely putting the case before the manufacturer in a simple way. The manufacturers were asked to give the sizes and grades they used, so that samples and prices could be submitted.

Quite a few new accounts have been opened with this campaign to date.





# The Smart-Aleck Salesman

Some Observations Concerning the Chautauqua  
Circuit Brand of Sample Case Illegal Tender

*By Raymond Perry*

**N**INETEEN TWENTY-THREE is responsible for some rather radical changes in salesmanship and in sales management, including a vigorous inclination to refuse berth-room to the stormy petrel type of salesman who never remains with one institution long enough to really get acquainted, and who gives as excuse his inherent love of change and adventure, plus the fact that he was born on a twentieth century train, and therefore came by his restlessness naturally.

But 1923 is performing a far greater service to business than this: the new year, with just a few months in the grave, is turning squarely against the salesman who believes it is necessary to carry a side-line of vaudeville.

When you stop to think it over, time produces stratas and layers and strange variations of salesmanship temperament. Salesmen are very apt to be faddists. Doctors do the same thing. We venture the guess that in another year or so it will be considered old-fashioned to have all of your teeth pulled out in order to cure indigestion. The appendix cut quite a social swathe for a while, until surgeons decided to give them up and pass along to something less mussy. The bill for knife-sharpening and cleaning up afterwards was looked upon as excessive overhead.

## A New Fad in Salesmanship

In salesmanship, these seasonal customs, fads and chronic attacks of selling methods have been no less picturesque. We can recall the time when it was ultra-fashionable to back-slap and hand out black cigars. Everybody did it, because these high lights were the professional password. If the customer was not assaulted by a heavy palm until all of his molars rattled and his lunch required an anchor, and if two or three questionable cigars were not jauntily stuffed into his

front coat pocket, he grew suspicious that the visitor was not a real salesman.

Then there came the Rum-Hound Era, or, as it was more neatly put by night clerks of small-town hotels, "The Clink-of-the-Ice-in-the-Pitcher Period." No salesman in good standing ever figured on working more than three days a week: one for work and one day to get over it, repeated, with Sundays reserved for Epsom Salts.

The "Stud Poker Period" should be remembered fondly along with the Italian Renaissance and Louis XVIII. Salesmen's advance notices were printed on the reverse side of the Ace of Spades, and green eye-shades were badges of honor. During these eventful years, sales managers employed men on the strength of their poker faces. If they could draw a fourth ace without fainting, they were hired.

## Out-Jolsoning Jolson

And now 1923 has performed a miracle: it has placed the scarlet jinx and the Royal Razz on salesmanship which carries a side-line like a Chautauqua Circuit. The entertainment committee has been given a pair of gumshoes and its walking papers. A not unlikely explanation is the fact that to sell goods this year it is necessary to do little else. There is no time for vaudeville. If a salesman wants to both sell and act as company comedian, he is face to face with selecting one or the other as a steady job. The two fail to mix.

But memories of the breed are fresh in memory, and owing to the fact that it is the one method with tendencies to perennial blooming, through all seasons, we think it strictly in order to analyze our late lamented fads, in the hope that it may tend to prevent any reincarnations.

There are a few die-hards. Some men keep bad habits on ice and lug them out, long after most of their brothers have

reformed. You know the general, basic idea: Bill starts from his home office with the bug biting. "Well, boys," he calls back, "over the river. Don't take any wooden kopeks or canton-flannel checks while I'm gone. You can trail me by my expense account. Tell the Boss I won't ask to be made vice-president until after my silver wedding. Olive-oil."

On the Pullman, enroute to his territory, he is as ever, the gay, undaunted spirit. When stories start in the smoker, he stops conversation . . . that is, all save his own, and after stepping on the porter's pet corn, blithely remarks that nut-crackers should be in the diner, eh?

His entire course is thus marked by milestones of ready wit and care-free persiflage. Few escape the crisp lashing of his tongue. It is vigorously characteristic of such humorists that they manufacture laughs almost invariably at the other person's expense.

At the rural hotel, our professional grin-producer runs always true to form: to some helpless little table lass he will ask if the breakfast eggs are old enough to be out alone, and while he prefers them soft-boiled, he can digest feathers better when they're fried or scrambled.

## The Professional Story-Teller

But his real art is saved up for the client. I have seen salesmen of this cut and cult breeze happily in, with their derby hats cross-wise of their heads, hands thrust into breasts of coats and the gay salutation burred out: "It's not every day you can have Napoleon call on you, Mr. Hicks. Oh, by the way, if that's an ice cooler over there, may I have some water, Lou?"

They are fond of imitations. The story which provides for dialect is preferred. Before a word of business is spoken, an Irish, negro and Jewish tale is told, to the accompaniment of melancholic bur-

# Results!

THAT'S what you practical-minded, resourceful, alert sales executives seek when you make an investment in advertising.

You have a right to be curious about the consequences before you say "shoot!"

You don't care a tinker's dam about the whichness-of-what or the why-ness-of-wherefore of advertising.

RESULTS—that's the yardstick to use in measuring advertising agency service. We welcome the test.

Be of inquiring mind. Send for a reprint from *Printers' Ink* which describes a very successful campaign we planned and produced.

Ask for "Results!"

## MORGAN ADVERTISING AGENCY

633 WASHINGTON ST.  
BOSTON MASS.

Member American Association of Advertising Agencies  
Member National Outdoor Advertising Bureau

lesques of race and language. This style of salesman usually concludes with that well-known imitation of a little German band playing one hundred miles away. . . . "What, you don't hear anything? How could you . . . it's a hundred miles distant."

Of course, deep down in their hearts, business men entertain a ravenous desire to murder these vaudevillians on sight, and only refrain from so doing because they don't want to spatter up their offices.

During the reactions from the great war, leniency was extended to the salesman who seasoned his solicitations with the old almanac and Joe Millar, for there are times when every court must have a jester, but this encouragement acted with hot-house celerity on the breed, and younger salesmen were absolutely spoiled. The thing was overdone!

Selling is as much a specialization as manufacturing chronometers or baking a loaf of bread. You must know your business and practice it, with a minimum amount of distraction. The most solemn and self-contained individual we ever met had sold jumping jacks for a toy house for nearly thirty years and attained a salary of close to fifteen thousand dollars every twelve months. Yes . . . jumping jacks for the Christmas trade! He might have been a circuit rider for all the levity he put into his business day. There was nothing funny in it to him.

We suspect that while a business executive may laugh at the physical contortions and the verbal nonsense of one of these burlesque babies of the road, he secretly mistrusts and detests him. It isn't the mood, it isn't the manner, for selling.

### Even Sleight-of-Hand Tricks Were in Vogue

There is no objection to good nature, to the laughing eye and the appreciation to enjoy life; we have no word to say against optimism and an occasional anecdote but 1922 produced some star actors of a far-reaching character.

Things reached such a pass that a salesman practiced up on slight-of-hand tricks and impersonations before he started on the road, and carried a few costumes with him, in case some customer wanted an amateur minstrel show pulled off.

I am personally acquainted with a delightful fellow who has allowed this vaudeville idea to unbalance his true perspective. Everywhere he went people told him how clever he was and he finally came to believe it, never realizing that people do not invariably say what they really think. His "turn" consisted of imitations of the previous customer, for the edification of the one he was then calling upon.

"You ought to see Old Warthog Jones, of The Separator Manufacturing Company, Sandusky," he would remark, all smiles, "his hobby is golf and he swings a wicked club. It would be all right if he could see where to place his feet when he swings, but his bayfront extension makes that impossible. Everything he

eats turns to fat. Now, when he tees off, here's the way he does it."

Whereupon our friend goes through some perfectly outlandish exaggerations of pose and manner, using the customer's umbrella as a stick, and a paper weight as a Silver King.

This sort of thing went along famously for six months and then the bunch began to think it over. If the salesman poked fun at Old Mister Jones, then nobody was sacred. He might be going around the circle . . . which, indeed, he was. His vaudeville did him out of a fine job. For while a salesman may not realize it, his own customers can tumble him off his throne, just when he thinks they are his most ardent admirers.

There is also the professional dancing king; the salesman who knows all the latest steps and insists upon showing his clients how they are done, utterly regardless of their own disposition in the matter. When a two-hundred-pound buyer, with a game leg and vagrant touches of sciatica is made to go whirling around his own office in the mazes of jazz, while the salesman hugs him tight and whistles "Lovin' Sam" and the stenographers giggle unmercifully, we contend it's time to send out a hurry call to the Society for the Prevention of Mad Salesmanship.

### The Salesman's Follies of 1922

It never occurs to some salesmen to get right down to business at the first ring of the gong; they feel called upon to form an entertainment committee of one and get the Big Chief in a receptive mood by turning on the phonograph and being funny.

This is the bird who, enroute to an appointment, bends over the counter to the girl at the telephone switchboard and hints that she would be the exact image of Mary Pickford if her curls were upside down, and she could swap her nose for a pair of good eyes.

Nineteen twenty-three has tabooed the actor type of salesman. It is quite likely that by the middle of the year, the chap who slyly reminds you that you are "getting fatter and fatter every day in every way," and suggests that you stop eating ham, with pork on the side, will be quite obsolete. No one will mourn his loss. His system was never ethical, and, nowadays, when the hours of a working day are just about one-tenth long enough to accomplish one-tenth of what a salesman should do, in highly competitive markets, he must reserve his imitations, jokes and folderol for home consumption. His wife may love him enough to laugh and to grin and bear it, but there is nothing in the business code book which says an executive shall suffer in silence.

"The Salesman's Follies of 1922" has been taken off the road, and a new production staged, under the general direction of Old Man Necessity, entitled: "When You're Out to Sell a Bill of Goods Take Off Them Whiskers, Son."

The advertising your house does is like the sun on the hay—it will make it grow, but the farmer must rake it up and put it in the barn.



# Plan No. 4 for Following Up Inquiries

Every Month by Special Arrangement with Mr. Schulze We Will Publish  
One Definite, Concrete Plan for Turning Inquiries Into Orders

By Edward H. Schulze

*If you are not getting the sales you should from your follow-up, whether it be in person or by mail, the chances are that your sales presentation is not all it could be. In your follow-up you probably send letters that merely reiterate what you have said before: repeat the same arguments over and over again. That is not follow-up, that is repetition. Put more new ideas into your follow-up to inquiries and create in the mind of the buyer the favorable impression that your firm is the one with whom he or she should do business. Use the P. S. plan (November issue) and the Factory Manager plan (December issue) and by all means the Acknowledgement Card plan (January issue). Here are three good ideas you can use if you are a manufacturer, regardless of what you sell, or to whom you sell. Don't think your business is different. These plans have been used in a score of different lines and found successful. And now for Plan No. 4.*

THE C. P. plan, so called, representing the change of personality in a follow-up, has been very successful not only in manufacturing but in all other lines of business.

The reason for this success is not hard to find. The plan appeals to that trait in all of us which demands a change in order to revive interest.

For instance, if the sales department of some concern has been following up some inquiry you sent to them and you suddenly receive a letter from the sales manager himself, you take a renewed interest in the product or proposition. And if after the sales manager has written you a few times, giving you personal attention, you should receive a letter from the vice-president of the company, your interest would again be stimulated by the injection of a new personality in the follow-up. The same thing would be true if the follow-up were in person. If the salesman who had been calling on you for the order should bring in his sales manager, you would instinctively feel a bit impressed. The change of personality plan therefore is merely a plan, or scheme, if you like, for injecting into a follow-up something that will awaken renewed interest in the product or proposition. It is a plan which enables you to start on a "new line" with an old inquirer. Assuming your sales department has sent four to five letters, both over the signature of sales department and sales manager, the "personal letter" from the vice-president or president or general manager brings into the follow-up a new note; the jaded interest of the prospect is revived, you can inject a new viewpoint, bring out the points of the product or proposition from another angle, develop the sale which would otherwise be lost were it not for the bringing in of the man "higher up." In the many years which I have used this plan I have been surprised how successful it has been to re-awaken interest. Many times the inquirer has been frankly flattered when the vice-president or president took a hand in the follow-up. I have seen hundreds of sales made on the letter of the president which could be accounted for on no other ground than the fact that the inquirer felt flattered

by the attention of the head of the company. On the other hand I have seen sales made solely because, in bringing in a new personality, the firm also brought in a fresh viewpoint or new arguments: thus the general manager or vice-president, in his two or three letters, brought out certain favorable selling points which

## Pass These Articles on to Your Promotion Man

In publishing these articles our primary object is to awaken our readers to the importance of systematically following up inquiries. After reading each plan, pass the article along to your advertising manager, promotion manager, or whoever in your organization has charge of the execution of that phase of your sales work. A survey which we are now making shows that the average copy of SALES MANAGEMENT is read by four other executives in addition to the man in charge of sales.

the sales department or sales manager had not thought of in their letters. The letter from the general manager or vice-president or president meant more than a different signature; it meant bringing into the follow-up a new slant, getting at the prospect in another way and made the prospect "feel different." The following uses of the plan may serve as illustrations.

### FIRM No. 1

This firm sent three follow-up letters to the inquiry at ten-day intervals. They found that in their case a quick follow-up produced far better sales than a long drawn out follow-up. A good point for you to think about as relating to your business. The first series of follow-up letters, therefore, reached the prospect during the first thirty days. In the next

thirty days the sales manager took a hand. He wrote two letters. The first started off in this manner:

"I noticed your inquiry of March 14th, and it struck me that our sales department had not made clear to you three points concerning our proposition which should merit you careful consideration, considering that you want both promise and performance."

The sales manager then enumerated three points which were discussed in the previous follow-up letters, but dressed them up from a new viewpoint. His letter then closed along this line:

"I wanted to tell you this personally because I felt that you should know, when we got your order, it would be given the same prompt and careful attention our own orders would receive from you were our positions reversed."

During the period following the second thirty days, the inquirer received two letters from the president of the company, on a letterhead indicating that it had come from "office of the president." The president's letters were aimed to find out why the inquirer had not purchased and so a form of questionnaire was enclosed with both letters as well as return stamped envelope. The returns ran as high as sixty-five per cent and facts brought out by the questionnaire enabled the firm to meet the objections of the inquirer and ultimately make the sale. The president's first letter was something like this:

"I was wondering if you would just take a moment to do me a favor? I feel that you realize I would do the same thing for you if you asked me.

"Enclosed you will find a brief questionnaire which I want you to check, sign and return to me in the enclosed envelope. I have furnished return postage for your convenience.

"My object in asking these questions is to profit by your opinion on what we might do to better our product, our sales policies or our service to customers.

"We want to give our customers what they want as they want it; we have a big business but that has not made us vain; we are willing to live and learn and if

(Continued on page 367)



## *The certainty of long life for YOUR sales manual*

If it is your ambition to prepare a sales manual that will win the admiration of the salesman himself, you will wisely see to it that it is printed on Foldwell Coated Paper.

Steady service is then a certainty. For with its rag base and long strong fibres,

"The Long Fibre" is one of the helpful bulletins on paper published periodically by the Chicago Paper Company. Each issue contains information for advertising men and sales managers specifically. Besides valuable pointers on paper stock, it carries interesting suggestions on direct-advertising pieces. If you are not already receiving it, we will gladly send you "The Long Fibre" for the asking.

Foldwell offers durability of the highest character. It offers protection against falling leaves and cracked pages. And even under the stress of hard use day after day, it insures the preservation of all the beauty which you and the printer so carefully develop.

Folding Coated Book

Folding Coated Cover

Folding Coated Writing

CHICAGO PAPER COMPANY, Manufacturers  
Desk 2, 821 South Wells Street, Chicago • Nationally Distributed

**Foldwell**  
TRADE MARK  
REGISTERED

FOR ALL KINDS OF FINE PRINTING



# Why Dealers Buy from One House Year After Year

A Dartnell Investigator stops off for a day at Lockhart, Texas, and talks to Sam McDowell, Joe Masur and other Local Merchants

*By Eugene Whitmore*

"I WAS with Ed Masur the night he bought his first bill of hardware twenty-eight years ago, from Old Man Finch who has been making this territory for Simmons Hardware Company more than thirty years. Although we were gradually weaned away from Simmons, Finch still comes to see us regularly," said Sam McDowell, who until a few months ago was connected with the retail hardware business of Ed Masur, Lockhart, Texas.

The writer's object in quoting the foregoing conversation is to bring out the importance of having the same man cover the same territory long enough to win the confidence of the merchants. This salesman named Finch was mentioned by every hardware buyer in the little town of Lockhart when a representative from SALES MANAGEMENT made a survey of the "habits and customs" of the merchants there.

One or two of them mentioned other salesmen by name, several of them remembered the house, but could not mention the name of the salesman who represented it. But all remembered Simmons' man, and called him "Old Man Finch," all seeming to have a warm spot in their hearts for him regardless of the fact that his business has apparently dwindled away to almost nothing since the Winchester-Simmons merger has been announced.

"Almost everything depends upon the salesman," said Joe Masur, another hardware merchant whose store is perhaps the most popular in town. "What we like is a salesman whose firm trusts him enough to make adjustments. Now we buy a great deal from Hibbard, Spencer, Bartlett & Co., partly because we like their salesman, partly because their prices are right, but perhaps the greatest reason is that their stocks are complete and so few of their orders are short-shipped. Another big reason we prefer this firm is because of their square-deal policy. I believe they will spend a hundred dollars to collect one, but I know that they will be just as anxious to pay back a dollar, and go to just as much trouble to refund anything due me, as they will to collect a small claim. They will stand behind their salesman. When he makes an adjustment, it sticks. I don't know, but they may give the salesman thunder, but they never question a claim which he adjusts. I can name half a dozen other houses that will not abide by the adjustments made by their salesmen. We never know, when a claim is settled by the

salesman, whether the house will stand by him or not. We soon stop trading with houses like that."

This merchant is the most progressive in town. He was approached by the Winchester organization when they announced their stockholder-dealer policy, and was considering the matter carefully, but claimed that "several good salesmen" told him to stay out of it. The sales manager who is accustomed to judging dealers from the big city retailers, both large and small, has perhaps only a vague idea of what a big part the salesmen play in a merchant's business. He confides things to them that he would not tell his banker, or even his close friends in town. The older salesmen who have watched a merchant grow from a small beginning often play a leading role in the

management of a small town business. They counsel with the dealer as often, as carefully, and as conscientiously as a lawyer, or a good advertising agent. They have much to do with the dealers' growth, and success.

August Walter, a harness and saddlery merchant of twenty years standing has been gradually getting into the hardware business and is a very careful observer of conditions, and a keen student of the salesmen who call upon him. He tells



me that only two hardware salesmen who call upon him really go through the catalog and try to sell him an order of real volume.

"Salesmen are funny," he said. "Some of them get crazy about one or two lines and don't try to sell me anything else. Now, when Hibbard, Spencer, Bartlett's man, or Shapleigh Hardware Company's man comes to see me, we just go through the catalog page by page and make up an order. Those two men are the only ones that seem to try to sell me the entire line. The others come in and say that they have a good price on Remington guns, or bicycles or something else, and if I don't buy that they don't try anything else."

This merchant's credit standing is high, and the only reason these other salesmen don't try to sell him is because they haven't the energy, or tenacity to stick to their jobs long enough to get the business. This merchant asked me if I knew why the salesman for the Gendron Wheel Company of Toledo no longer calls on him. He said that he bought from him regularly, but he no longer called and he now bought by mail from them, but would prefer to buy through their salesman.

#### A New Salesman Each Month

Out of the five dealers questioned none of them complained of dishonesty on the part of salesmen, but seemingly they have little confidence in specialty men until they have made one or two calls. August Walter, the merchant quoted above said that a Chicago firm, R. M. Hollingshead and Company, had a new salesman every thirty days. He left the impression that he would buy more freely from this firm if the same salesman would call regularly. This same merchant says, "It's a funny thing the way salesmen change around. Now you take the Peden Iron & Steel Company of Houston and San Antonio. For years a salesman named DuBose called on me. He was a pleasant fellow, with a happy smile—knew his business too—I liked to buy from him, and bought as much as I could as long as he was with them, but since he has left a few years ago I'll bet they have had half a dozen new men through here to see me. I don't buy much from them now."

Most of these small-town merchants like to feel that they are buying exclusively from a certain jobber. They don't like to feel that the other merchants are buying exactly the same goods, but from the standpoint of the house it is a dangerous policy. Only recently one of the general stores hired the hardware buyer from Ed Masur's hardware store. Since this buyer left, a certain salesman for one of the big hardware jobbers has lost a large share of the business from Masur. The merchants told me that they laughed at him when he came around to try and sell them after having passed them up for years. This salesman will have to do some desperate work to obtain any volume of business from the merchants of Lockhart until they get over their peevishness at him for not having called regularly all these years.

It seems that "Old Man Finch," who

has represented Simmons for 30 years, and Hibbard, Spencer, Bartlett's man call on and "hurrah with" all the merchants who buy hardware, regardless of whether or not they get an order. These men will have little trouble in getting a new account if their bread and butter account in this town is switched away from them. More than that they often obtain small filler orders from merchants who do not buy regularly from them simply because they call so persistently.

A. Baldwin and Company of New Orleans have a representative who apparently calls on but one account in Lockhart. He obtains a fair volume from this account, but according to the merchants he is satisfied with this business, because he makes no other calls. At least none of them remembered him.

The Winchester store in Lockhart is perhaps the sorriest excuse of a hardware store the writer has ever seen. Dirty, dusty, unkept, it is a splendid example of the need for more merchandising work with dealers. This store, it seems, was established about ten years ago, and apparently was sailing along fine, until one of the proprietors was elected mayor of the town. The arduous duties of "mayoring" robbed his store of a large part of his time and attention. Gradually it has gone down and down, until now it seems only a shadow of its former self. The clerks sit in the back of the store and talk of politics, the Ku-Klux Klan, and the biggest fish that was caught last season. In the meantime the jobbers and manufacturers who depend on them for volume in Lockhart are suffering. This store affords an excellent example of the need for close contact with dealers on the part of jobbers and manufacturers, for a store on the down-grade like this one is, cannot be much of an asset on any jobbers' or manufacturers' books.

#### Where a Big Salesman is Needed

It is not too late to save this store. A good salesman, who possesses the nerve to talk straight, and the proper knowledge of merchandising could perhaps awaken the owners to the possibilities it holds, when made attractive, and stocked with a well-selected line of hardware.

The census man was able to find less than 4,000 people in Lockhart, yet we find three hardware houses from St. Louis, Simmons, Shapleigh and Witte, all competing for business in Lockhart. Then there is Belknap of Louisville, Hibbard, Spencer, Bartlett of Chicago, Baldwin of New Orleans, Peden of Houston, Tips and Richardson, two semi-jobbers of Austin, Beckley-Ralston of Chicago who cut in on the automotive equipment business, half a dozen leather, saddlery and harness houses and any number of manufacturers who sell direct or through special representatives.

With this in mind we must admit that the salesman who holds the business over a period of years must be a friend of the merchants, and the house must be careful not to lose the friendship of the salesman's customers by short-shipping, dictatorial letters from the credit department, or curt letters from the various

clerks or detail men who have occasion to write to customers.

One merchant spoke of a well-known harness and leather concern in Dallas—Tennyson Bros. He said that they once had a credit man who was a "prince." Something happened to this man, and in the words of the dealer his successor is "certainly a misfit."

Several merchants spoke of the treatment they receive from various houses when they visit the markets such as Dallas, New Orleans or St. Louis. One concern in particular came in for praise. It seems that merchants who visit this concern are met at the door, cordially received and turned over to a clerk or salesman who is familiar with the account. One merchant said, he "fell out with" a certain house because he had to sit around and wait half an hour at a certain jobbing house before anybody waited on him. Then they didn't ask where he was from, or "how's business," or any other questions that might evince an interest in him.

Small-town southern merchants are touchy, easily offended, and perhaps a bit cranky. They remember salesmen for years back, and are inclined to be swayed by little things that sales managers and other officials of the wholesalers and manufacturers are inclined to look upon as trivial. But if they like a salesman or a house they like them wholeheartedly and will stick. One merchant said that he had bought continually from one concern since 1901 because they had extended credit terms when the banks had refused to loan him money. The average southern small-town merchant detests to do business by mail. Letter writing is a task they prefer to sidestep.

#### Great Opportunity for Merchandising Help

In these small towns there is a wonderful opportunity to make merchants out of storekeepers. The most modern stores are those which are managed by sons or grandsons of the founders. These younger men go away to school, or have been visiting larger cities, or were in the army in large cities and have new ideas, which when properly developed will make modern stores out of even the old-fashioned credit merchants. The salesman who wins the friendship of these younger men is in line for an ever-increasing business. In Lockhart there is hardly a store in town that pretends to display merchandise with any care—windows are neglected woefully, yet the merchants are prosperous and well rated. Sales managers can well afford to study them, win their confidence and help their salesmen spread modern merchandising ideas.

"How Dry I Am" may be fitting for the subject matter of the little booklet just issued by the Cravenette Company, 354 Fourth Avenue, New York City, but the title is not at all descriptive of its handling. It is anything but "dry." Montague Glass wrote it, and in this quick-action little booklet the immortal Potash & Perlmutter re-appear, this time in vociferous argument about raincoats. A unique idea in emphasizing the Cravenette story.



# Is Your Business Different?

**FINE** so were 247 other different **BUT** businesses that we know

—they all made something they wanted to sell

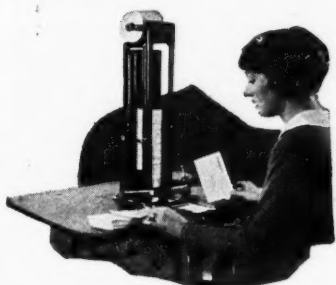
—or, they sold something for which they wanted more and better customers

—or, they wanted to eliminate the silly futile costs of writing and re-writing several hundreds or thousands of names over and over again

—or, they simply wanted the best and most economical method of addressing many (or a constantly recurring few) names on envelopes, wrappers, circulars, bulletins, notices, postals, catalogs and booklets

—or, they wanted an infallible, neater and quicker way of heading up bills, statements, route lists, shipping tags, orders, payroll and other business forms for office, store or factory.

## BELKNAP INDEXOGRAPH SYSTEM



**Provides Accurate "Glance" Control of Sales and Prospects**

This wonderful Indexograph System is many things to many concerns; but to many it is a Master Record of the business, telling at a glance who buys, what they buy, when they buy and how much they buy—and in instances where the buying urge seems to be sleeping the Indexograph not only gives a quick alarm, but provides an efficient Addressing System with which to go hot-foot after the delinquent customer and get him back in a buying mood without delay. To some the Indexograph is a Credit File which in its spare time renders helpful service to the Sales, Advertising, Shipping and Stenographic Departments. To still others, it is a fine card Index System which will also address without possibility of slip or error, 1500 to 4000 envelopes, order blanks, postals, wrappers, statements, shipping tags, circulars, payroll or other business forms per hour. Better let it help you, too.



## You're Paying for Some Such System as These Concerns Bought

We don't know which one—or how much! Your business is different! It will require a special study and analysis of your Addressing problems before we can give you the correct answer to these questions.

But don't fool yourself! You're paying—through the nose—till it hurts. Paying not once—but time after time. Paying in leaks and losses due to slow, wasteful, antiquated and undependable methods of handling lists and names.

You'll continue to pay, too, until you get the right Belknap System of Addressing. Once you have it the wastage stops! The little it costs to install is soon repaid by the substantial savings it effects. Its nominal cost of upkeep is nothing compared to the sweet profits on the new business it enables you to get. And even if it didn't make money and save money (which it does) you could justify it on the basis of the better, neater, absolutely accurate work it does.

## Got a Typewriter? You're Half Equipped with our System Now!

Think of it! Half ready for it—paying for it—and not enjoying it! That's not right! It's too much like being pleased with one-half of a hundred dollar bill. You need the other half of it, don't you?

In this case, you get it. Then you address the stencils as you need them—on the typewriter—just the same as you address an envelope on the typewriter. Once made, they're ever ready for instantaneous use to address anything that needs addressing—with clean, typewritten, personal looking addresses that get through the post office and invite attention on arrival.

And such speed! 1500 to 4000 per hour. Through express speed with no chance for slip or miss. And all this for less than you are now spending on slow uncertain methods of hand addressing. Stop such waste. Get better work. Pay less for it. In fact, you can have your first investment pay big dividends. We'll send a Specialist, trained in Addressing work and ways, to show you how.

### TEAR OUT and MAIL COUPON

Without obligating you to anything further than a fair-minded, business-like consideration of the proposition, it will bring you immediately full information about Belknap Systems of Addressing and an analysis of your specific problems by an Addressing Expert. Send today.

Rapid Addressing Machine Company,  
38 West 23d Street,  
New York City.

Please send me your descriptive booklet on Belknap Systems of Addressing. I would like to discuss our addressing and mailing problems with one of your trained experts.

Name .....

Address .....

**RAPID ADDRESSING MACHINE CO.**

38 W. 23d Street

New York City

Offices in Chicago, Philadelphia, Cleveland, Boston, Pittsburgh, San Francisco, and other Principal Cities



## Make Plans Now!

Advertising executives appreciate the service of a house with a record for direct-selling successes behind it. They recognize the advantages of dealing with a reputable firm, substantially rated in Dun's, with service provided complete in its own building.

Here are some of the larger firms in the United States that have taken profitable advantage of the direct-mail merchandising service of Buckley, Dement & Company.

Yawman & Erbe Mfg. Co.  
U. S. Light & Heat Corp.  
Westinghouse Lamp Co.  
Kaynee Mfg. Co.  
Cleveland Folding Machine Co.  
Janette Mfg. Co.  
Marshall Field & Co.  
Fibopak Sales Co.  
Sunbeam Elec. Mfg. Co.  
Goodyear Tire & Rubber Co.  
La Salle Extension University  
Selz-Schwab & Company  
Westinghouse Elec. & Mfg. Co.

Write us a letter outlining your problem; without obligation our recommendations for increasing your sales in 1923 will be submitted.

### Buckley, Dement & Co.

*First in Direct Advertising*

1308 JACKSON BOULEVARD • CHICAGO

## A New Book Dealing with the Chain Store Problem

Chain stores are becoming an increasing consideration for merchandising men in their plans for campaigns at the big city markets, and in small town territory as well. The viewpoint of many who have to deal with chain store competition was expressed recently by a New York advertising man who had been endeavoring to persuade certain food manufacturers that there was a market for their product in the metropolis. "They think the chain stores have such a hold on New York that it would be impossible to sell here except through them. And it is difficult to convince them that in the 17,000 grocery and delicatessen stores in greater New York, chains are far from being even a majority—admitting that they are a big outlet."

So while the details of chain store operation may not interest sales managers, there can be no doubt that chain store merchandising policies have figured in many heated discussions among merchandisers.

Walter S. Hayward and Percival White have analyzed this subject very thoroughly in their recently published book "Chain Stores," (McGraw-Hill, New York) devoting seven chapters to merchandising problems. Their viewpoint is that of the sympathetic investigator, for to quote from the preface: "In the opinion of the authors, this movement is characteristic of all that is best in tendencies towards combination and scientific control. . . . The chain store is probably the most highly developed exemplar of modern distribution methods."

### Turning Stock Thirty-Six Times a Year

And while the book has been prepared primarily as a reference book for chain store executives, branch managers and assistants, there is food for thought here for outsiders, many of whom are interested in chain stores as competitors or as outlets for their own products. The book cites numerous examples of methods, traces the development of present day policies, and is extensively illustrated with charts and examples of favored records. The stocking of advertised or private brands, the chance a manufacturer has to push his goods when carried by the chain in competition with other brands, purchasing policies adopted by the various chains—these and other subjects are discussed.

A system which makes possible a stock turnover of 36 to 50 times by actual record, as compared with 12 times on the part of the average retailer, would seem to merit study by even its opponents. The result is a lowering of distribution costs, the writers show, which is the problem of the day for all merchandisers. Admitting the advantage accruing to the chains by their enormous purchasing power, the fact remains that they all started as small stores operating along certain principles. The application of these principles to modern tendencies in retail store operation is a problem for manufacturers and selling organizations as well as for the lone retailer.



# Do Blonds Make the Best Salesmen?

The Carnegie Institute analyzes the Character Traits of 152 Star Salesmen and unearths some interesting data on the much-discussed "Pigmentation" Theory

By H. G. Kenagy

Bureau of Personal Research, Carnegie Institute of Technology

**C**HARACTER analysts and other self-styled experts in the science or art of picking men have spread far and wide among executives and business men generally certain assumptions in regard to methods of judging the fitness of men for jobs. Because the task of picking winners is of such tremendous importance, many executives, constantly on the alert to find better methods, have accepted these assumptions at their face value. Others have been willing to try the methods without bothering about the assumptions. The fact that the assumptions have never been put to the test of scientific investigation, and that the exponents of the systems have published only a few cases in proof of their value, has not been considered of great importance.

What are the assumptions of character analysis as commonly understood? The fundamental assumption is that physical characteristics—color, form, size, structure, etc., have direct mental correlates. Character traits can therefore be judged from careful observation of physical characteristics. From each one of these physical variables, particular character traits may be determined.

One of the most persistent assumptions—one which has found wide acceptance among sales executives—is that color (pigmentation) is of great importance in the determination of character traits. That is, it is believed that blonds and brunettes differ widely in the possession of important traits. Blonds, we are told, are naturally better fitted for selling than are brunettes. Blonds are naturally adapted to salesmanship.

It is this assumption which is the point of attack in what follows. If there is any basis of fact underlying it, there should be no great difficulty in discovering it through the usual methods of scientific investigation.

Belief in the importance of pigmentation as a determinant of character traits is due largely to the writings of Dr. Katherine M. H. Blackford. In her book, "The Job, the Man, the Boss," she states: "In brief, always and everywhere, the normal blond has positive, dynamic,

driving, aggressive, domineering, impatient, active, quick, hopeful, speculative, changeable, and variety-loving characteristics; while the normal brunette has negative, static, conservative, imitative, submissive, cautious, painstaking, patient, plodding, slow, deliberate, serious, thoughtful, specializing characteristics." Furthermore, Dr. Blackford assures us that the law of color is simple and easy to apply. To quote: "The less

promoters, organizers, advertising men, traveling salesmen; while the more stable and constant brunette predominates amongst the plodders, the planners, the scientists, the administrators, and the conservators."

Here we have definite statements which lend themselves easily to investigation. If we take a specific problem, we can see if the generalizations hold true. If Dr. Blackford is right, an overwhelming

majority of successful salesmen should be blonds; or, stated differently, traveling salesmen should exhibit blond characteristics rather than brunette characteristics.

In order to test the validity of these assumptions, ratings were secured on 152 highly successful salesmen taken from about forty different nationally known sales organizations. That is, the sales executives of these companies were asked to rate a few of their best producers in terms of blond and brunette characteristics. A questionnaire was sent to each of fifty well-known sales executives. Each executive was asked to pick out from all the salesmen he knew *very well*, four whom he would class as highly successful and rate them as to whether they possessed or did not possess the given characteristics. Dr. Blackford's list of blond and brunette traits was used, but so thoroughly shuffled that only a careful student of character analysis would discover the purpose in hand. In fact, only one sales manager caught on to the fundamental idea—at least only one made any comment to that effect.

It was assumed, of course, that the traits assigned to blonds and the traits assigned to brunettes would be interpreted uniformly by the sales executives. (If they are unable to do it, certainly no other group can.) Dr. Blackford clearly assumes this ability in intelligent adults, since she does not define or describe any of these traits.

After each sales executive had rated his four superior salesmen on the various traits, he was asked to furnish personal information about each one, such as age, marital status, height, weight, etc. One of these items required the sales execu-

CHARACTERISTIC	NUMBER RATED PLUS	PER CENT
Positive.....	141	92*
Dynamic.....	100	65*
Negative.....	7	5
Static.....	19	13
Conservative.....	66	43
Driving.....	99	63*
Aggressive.....	133	87*
Domineering.....	40	26
Imitative.....	60	39
Impatient.....	62	40
Submissive.....	24	15
Active.....	141	93*
Quick.....	103	68*
Cautious.....	70	46
Painstaking.....	104	68*
Hopeful.....	134	88*
Patient.....	81	53*
Plodding.....	43	27
Slow.....	18	12
Speculative.....	59	38
Changeable.....	52	35
Deliberate.....	69	45
Serious.....	107	70*
Variety-loving.....	73	47
Thoughtful.....	120	78*
Specializing.....	96	63*

Table I—Which shows that instead of blond salesmen having twenty-six characteristics, actual analysis shows they only have twelve.

the pigmentation in any individual, the more marked will be the characteristics of the blond in his physical, mental and psychological nature; the greater the degree of pigmentation, the more marked the characteristics of the brunette." Dr. Blackford does not hesitate to expound the commercial value of this discovery. In her book on "Analyzing Character" she says: "Color has its commercial application. The active, restless, aggressive, variety-loving blond is found in large proportion amongst speculators,

tive to state whether the salesman was a blond or a brunette, but this item was not featured or given any special importance. The total results therefore enable a classification to be made on this basis, though this was not necessary to establish the main point.

Thirty-eight sales executives responded to the questionnaire with ratings which were made according to directions. Some few others responded with incomplete blanks or merely comments. The following table, which gives the significant results, is based on the thirty-eight complete blanks and shows the ratings on 152 salesmen regarded as having superior ability.

An examination of the figures in Table I shows that only twelve traits (those starred) of the twenty-six are really characteristic of the group as a whole, using fifty per cent as the critical percentage. According to this table, the outstanding characteristics of successful salesmen, using blond and brunette traits as a basis of study, are: positive, dynamic, driving, aggressive, active, quick, painstaking, hopeful, patient, serious, thoughtful, specializing. Seven of these characteristics are blond traits, five are brunette traits.

Here, then, is one discrepancy in the assumptions: Good salesmen do not have blond traits to the exclusion of brunette traits. Furthermore, if men with blond traits tend to predominate among traveling salesmen, the other blond traits should show high percentages in the table. This is not the case.

A still more interesting fact, arising from the questionnaire, is that of the 152 salesmen rated, 82 were designated brunettes by their sales managers while only 70 were listed as blonds. This seems to be in direct contradiction of Dr. Blackford's statement that blonds are found in greater proportion among traveling salesmen and that brunettes are to be found mostly among the "plodders, administrators and conservators." The only possible explanation of the contradiction would be that the sales executives who rated these 152 superior salesmen could not distinguish blonds from brunettes. Such an explanation is clearly untenable, for sales managers should be more able to make this distinction than most any other class of intelligent adults. But, should we grant their inability to do so, we would thereby prove that the attempt to use color as a basis of judging character is thoroughly lacking in practical value.

Even more significant, however, than the preponderance of brunettes among these superior salesmen, is the fact that there is no significant difference between the blonds and brunettes in the possession of the various blond and brunette

traits. This is strikingly evident in Table II which follows.

Examination of the table shows that in only ten (indicated by asterisks) of the twenty-six traits is there a difference in percentage equal to five or more. In only two of these is the difference greater than ten per cent. If we had a much large number of cases, say a thousand salesmen, the chances are that the differences would be even less noticeable. In only three cases do the blonds exceed the brunettes by as much as five per cent in the possession of blond traits. In three cases the brunettes actually exceed the blonds. Again, while the brunettes

these four individuals on the same list of traits which was used in this investigation. No one of the group had ever made a detailed study of character analysis so no one of the raters knew the origin or classification of the traits listed. Ratings were secured on 187 blonds and an equal number of brunettes. The results were in "flat contradiction of the results one has a right to expect if Dr. Blackford's generalization is true." "The percentage of brunettes possessing blond traits is fully as large as the percentage of blonds possessing blond traits. Furthermore, the percentage of blonds possessing brunette traits is very similar to the percentage of brunettes possessing brunette traits."

The use of color as a criterion or standard in the selection of salesmen has clearly no sound basis, nor any practical value. Men with much pigmentation achieve just as much success in selling as do men with little coloring. But color is only one of the basic points in most schemes of character analysis. Sales executives, following blindly just such false principles as the "law of color," are playing hunches which have just as little foundation in fact as pigmentation has been shown to have. It is now in order to secure actual measurements on successful salesmen as to form, size, structure, texture, and all the other fundamentals of the various schemes of judging human character.

## Dairy Owners Band to Market Milk Products

Plans for a national sales agency to handle dairy by-products, cheese, butter, and condensed milk were outlined and agreed upon by dairymen from all parts of the country in a conference in Chicago on January 25th.

The plans call for the establishment of cooperative commission companies in Chicago, New York, and other big consuming centers over the country.

The committee attending the convention and officially representing the producers is composed of H. B. Nickerson, Minnesota; C. R. George, Indiana; W. A. Wentworth, Iowa; B. F. Sheridan, Wisconsin; J. T. Williams, Illinois; P. G. Swoboda, Wisconsin; John D. Miller, New York; W. F. Shilling, Minnesota, and G. Bechtelheimer, Iowa. This committee was appointed by the conference of cooperative dairy marketing organizations in Milwaukee.

E. B. Heaton of the American Farm Bureau Federation; Aaron Sapiro, California cooperative marketing attorney, and C. V. Gregory, editor *Prairie Farmer*, met with the dairymen.

	PER CENT RATED PLUS	
	BLONDS	BRUNETTES
<b>BLOND TRAITS</b>		
Positive.....	95*	90
Dynamic.....	68	64
Driving.....	64	66
Aggressive.....	87	88
Domineering.....	29*	24
Impatient.....	40	41
Active.....	94	91
Quick.....	68	67
Hopeful.....	91*	85
Speculative.....	39	37
Changeable.....	35	33
Variety-loving.....	48	47
<b>BRUNETTE TRAITS</b>		
Negative.....	3	6
Static.....	13	13
Conservative.....	35	50*
Imitative.....	39	40
Submissive.....	14	17
Cautious.....	43	49*
Painstaking.....	74*	63
Patient.....	57*	50
Plodding.....	26	30
Slow.....	6	17*
Deliberate.....	43	47*
Serious.....	70	70
Thoughtful.....	77	80
Specializing.....	68*	59

Table II—Which shows that in only five characteristics blond salesmen had anything on brunettes, instead of twelve as Miss Blackford claims.

exceed the blonds five per cent or more only three times in the possession of brunette traits, the blonds actually exceed the brunettes by seven per cent or more in three such traits—painstaking, patient, and specializing.

The evidence of these figures is unmistakable. It is obvious that these so-called blond and brunette traits do not differentiate between human beings who are commonly classified as blonds and brunettes. Any system of selection or character analysis based on these traits is therefore impractical and unsound.

Confirmation of this conclusion from other scientific investigations might be added here. One example will suffice. Ninety-four adults of superior intelligence were asked to select from among the people they knew *very well*, two pronounced blonds and two pronounced brunettes. They were then asked to rate



## Why I Prefer Sedans to Coupes

By Neil C. Ensworth

Salesman for The Safe-Cabinet Co.

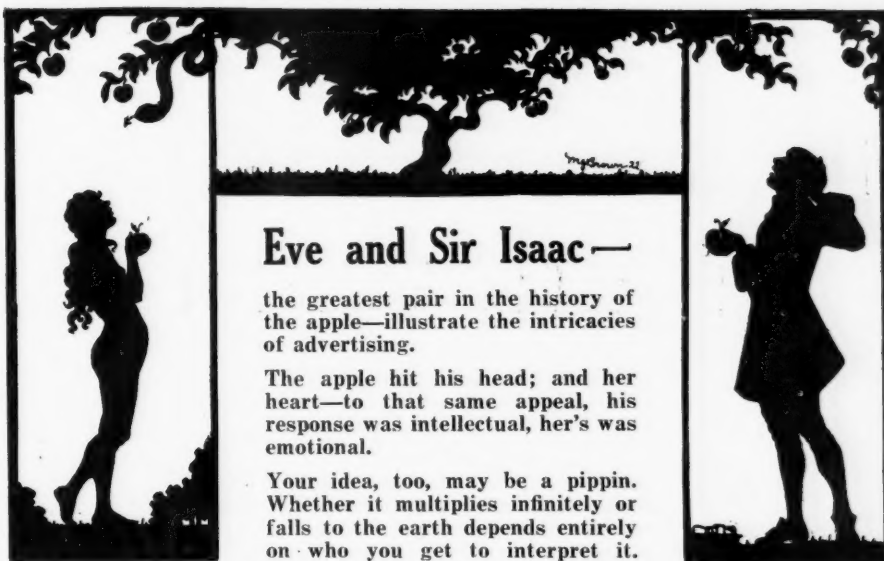
The controversy of Does a Salesman's Car Pay, has aroused my interest. I would like to submit my own personal experience and the observations of fellow salesmen.

I am working on straight commission and for a concern that does not encourage the use of cars. I purchased a sedan in the later part of June, for pleasure and to assist me through the hot days in putting over a summer campaign. The prizes for this contest were very substantial. I had my eye on them. I copped off two prizes worth a total of \$285.00. Now that will go a long way towards paying for the expenses and depreciation of my car. The fact is, I had intended to sell it as soon as the contest had closed and use this prize money to pay that. I would have had the pleasure of owning a car for three months, besides the ease of getting my quota.

However I still own the car, and it has cost me \$101.42 to drive this car 35,000 miles over five months time. I might add that I purchased this car on the installment plan, and know that I have accumulated something in my car that I can sell, that I would not have done otherwise.

I have found that a sedan will render much more comfort than the conventional coupe that is usually furnished to salesmen. I have had the pleasure of trying both. My argument for the sedan is in its size, and yet it costs no more to operate. The trend toward closed cars, is prompted by the fact that they will keep the operator so much cleaner and more respectful. I claim that the coupe defeats itself, inasmuch as one has to tuck away all grips in the rear, where they accumulate dust and mud, and the salesman usually gets dirty off of the car, putting them away and getting them out, whereas in the sedan one can take them right inside with him. Also where one has need of continually opening his portfolio, or sample case, he can leave it open or partially so, and just carry what he needs in to the customer, thus saving a lot of time. I find very often that I wish to slip off my coat or even my vest in the summer between towns and can readily do so, laying it on the rear seat, but it is almost impossible to keep any such articles off the floor in a coupe.

I have tried to show what a great advantage a car is, when owned by the user, but don't want the skeptical to think that I have not seen the abuses of such property when in the hands of the salesman who is peddling products for a concern mostly because they furnish him with a car. I feel certain that it is this class that has made the car a bugbear in the eyes of so many sales managers. I would suggest that instead of condemning cars, try to work out a plan whereby a better check can be kept on the operators. That is a problem in itself.



### Eve and Sir Isaac—

the greatest pair in the history of the apple—illustrate the intricacies of advertising.

The apple hit his head; and her heart—to that same appeal, his response was intellectual, her's was emotional.

Your idea, too, may be a pippin. Whether it multiplies infinitely or falls to the earth depends entirely on who you get to interpret it.

**H**OW your idea might be approached by an advertising agent is sketched out pretty plainly in a very small book you might care to read:

For example:

"In every business worth keeping alive, there is at least one man who knows far more about it than any outsider can ever hope to learn." Our Idea, page 2.

"Our Idea is not to show that man where his business is wrong; but to get him to show us where it is right. That is the point where advertising really begins!"

"Every established business, every tested product, is the distinct expression of some personality. . . . Our idea is that the original tradition . . . the tradition that built the factory . . . that has been built into the product—is the one main thing to be expressed."

"The miracle-worker in the agency field suggests the threadbare man selling tips on the races or telling how to get rich in Wall Street. . . ." Our Idea, page 2.

"The chief commodity we offer is judgment . . . the quality that enables a lawyer to win an intricate case . . . a physician to diagnose a hidden ailment . . . an architect to contrive the house you want with the money you have to spend." Our Idea, page 4.

**"Y**OUR booklet is a mighty sensible piece of work" wrote one sales manager in Milwaukee who got a copy of "Our Idea" through our advertisement in December "Sales Management." He sent in the names of three friends to receive copies. "If your future is as prosperous as your little book is interesting" wrote a college president, "you have something to look forward to." "Our Idea is pretty darn good!" wrote the vice-president of a New Orleans bank. "I don't recall ever having read anything exactly like it."

**B**UT don't let us oversell you! "Our Idea" settles no questions and solves no problems. Absolutely all we can claim for it is that you can read it in six minutes and, perhaps, think about it for sixty. More than five hundred copies have been distributed on personal requests. And so far we have had no complaints—the book is free! It would be a pleasure to mail you a copy, without the slightest obligation.

## GOODE & BERRIEN

INCORPORATED  
ADVERTISING



19 WEST 44<sup>th</sup> STREET  
NEW YORK CITY

# Youth Will Be Served!

*(Even in Washing Machines)*

THE Chicago manager of a well-known washing machine company has averaged the estimated age of his customers over a period of six months.

*He finds that the average age of purchasers of washing machines is 33 years.*

Something to think about for the manufacturer who has merchandise to sell to up-and-coming families, and not to those who have about finished the race.

The Chicago Evening American is the favorite newspaper of Chicagoans under forty—the aggressive and not-to-be-denied youth of the second greatest market in the United States.

## CHICAGO EVENING AMERICAN



# Personal Items



In recognition of their services, the Quaker Oats Company, Chicago, has appointed several department heads as vice-presidents. Among them are C. A. BOWMAN, in charge of cereal sales; G. A. McDONALD, in charge of sales for Eastern Canada; C. C. COLDREN, in charge of export sales, and J. C. MURRAY, in charge of grain sales.

C. B. KENNEDY, formerly district manager for the Brown Instrument Company of Philadelphia, at St. Louis, has been made sales engineer of the Gasoline Products Corporation, New York City, owners of the Cross cracking process.

J. L. LOELL has been made sales manager of R. J. Schwab & Sons Company, Milwaukee, Wis., makers of "Gilt-Edge" furnaces and boilers. H. E. SCHWAB, vice-president and secretary of the company, was formerly in charge of sales.

A. J. OBERG, formerly sales manager for The Christian Mills, of Minneapolis, has been promoted to general sales manager of all the mills of Shane Bros. & Wilson, flour manufacturers of Minneapolis, including the Christian Mills. Mr. Oberg was formerly a member of the Pillsbury Flour Mills sales department.

The Easthill Service Corporation was recently organized to promote the sales of an inexpensive stereoscope device to be used for advertising, sales and educational purposes. The incorporators are HARRY S. PERCY, WM. H. CHAPMAN and CARL PERCY.

M. B. WAGSTAFF, former sales manager of the Johnson Biscuit Company, Sioux City, Iowa, has resigned, and W. G. GRAHAM, former assistant sales manager, has been appointed to succeed Mr. Wagstaff.

The death of WARREN A. MYERS, secretary-treasurer of the Robbins & Myers Company, Springfield, Ohio, manufacturers of electrical equipment, occurred on Christmas morning. Mr. Myers was a banker, and formerly publisher of the Springfield Sun.

AL O. OMAN, for many years a salesman for The Paper Supply Company of Minneapolis, has been promoted to sales manager. J. T. HILLYARD, his predecessor, became associated with the Whitaker Paper Company on January 1, 1923.

LAURENCE E. CORCORAN has been appointed general sales manager of the Pierce-Arrow Motor Car Company. Mr. Corcoran has been associated with the company for seventeen years, and for the past two years has been passenger car sales manager. He will have complete direction of merchandising and distribution of both passenger cars and trucks, and will be assisted by THOMAS J. O'ROURKE in charge of car selling. ROBERT C. PATTEN has been appointed executive in charge of the development of sales of fleets of trucks to national users.

CHARLES E. MARENTETTE, who had been associated with The Art Stove Company, Detroit, manufacturers of "Laurel" stoves and furnaces, for twenty years, passed away suddenly on December 29th. For the past fifteen years Mr. Marentette was general sales manager of the company.

W. C. MURDEN has resigned as sales manager of the King Ventilating Company, Owatonna, Minnesota, after nine years service in that capacity.

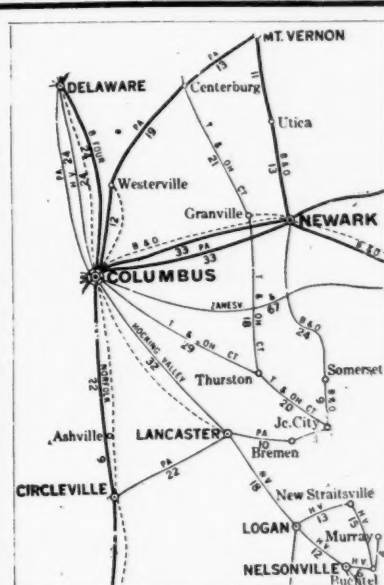
MARVIN E. MONK has been made director of sales for the U. S. Ball Bearing Manufacturing Company, Chicago. For some time Mr. Monk has been assistant sales manager of the company.

A. B. GOULD announces that he has severed his connection with the Globe Automatic Sprinkler Company, and is now president and general manager of the Acme Sprinkler Company, Chicago.

Einson-Freeman Company, Inc., New York City, lithographers, announce that ED USOSKIN, formerly president of Ed Usoskin Litho, Inc., has become associated with their company in a sales capacity.

The name of the Columbia Chemical Works, makers of Parson's Household Ammonia, New York City, has been changed to the Parson's Ammonia Company, Inc., so as to identify the name of the company with its product.

R. E. PALMER, formerly secretary of the St. Louis Sales Manager's Bureau of the St. Louis Chamber of Commerce, has organized the National Business Service Company, specialists in organizing, financing, selling and advertising, with headquarters in Cleveland. Mr. Palmer holds the title of vice-president and sales director.



Section of Ohio Map

## Wars Have Been Fought

for expansion of sales territory. There are thousands of cities, villages and hamlets in this vast country of ours in each of which the men, women and children purchase all sorts of goods. Blum's Atlas shows you the sales value of each town and how the routing should be made in the most economical way.

## Blum's Commercial Atlas

is exclusively designed for sales managers and shows at a glance:

The worth while towns  
Most effective routing  
Expense of covering the territory

Price, Linen paper, 17x22 in. - - \$25.00  
Junior Edition, 12x14 in. - - - \$15.00

## Wall Map of U. S.

Our wall map gives a birds' eye view of the entire country and its sales possibilities. It is especially adapted for interstate routing. Mounted on either linen, compo board or cork. Size 84x60 inches.

Price \$20 upward, according to mounting.

## Pocket Edition of U. S. Map

showing every town from 20,000 up, 20x30 in., 75c-29x37 in., \$1.50.

## Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

It gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

**BLUM MAP CO.**

3 West 29th Street, New York City



*They are  
valuable -  
insure your salesmen's samples*

**S**ALESMEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

Investigate today before the loss of tomorrow.

## Insurance Company of North America

PHILADELPHIA

Founded  
1792

"The Oldest American Fire and Marine Insurance Company"



Insurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X 2

Name.....

Street.....

City..... State.....

Pin this coupon  
to  
your letterhead

Wants Information on Commercial Travelers' Sample Insurance

JOHN MITCHELL, for eight years foreign organizer for the National Cash Register Company, and subsequently manager for the General Motors Company in Australia, has been made general sales manager of The Brecht Company, St. Louis, manufacturers of packing house equipment.

WARNER BATES, former publicity manager for the H-O Cereal Company, Inc., Buffalo, has resigned to open a trade news bureau in that city. STANLEY H. DAVIES succeeds Mr. Bates at the H-O Cereal Company, in full charge of all advertising.

The Crowell Publishing Company, New York, announces the election of LEE W. MAXWELL as president of the company. JOSEPH F. KNAPP was elected a member of the board. Mr. Maxwell was also recently elected a member of the board of directors of the P. F. Collier & Son Company.

The name of the H. Black Company, Cleveland, Ohio, has been changed to The Wooltex Company, Inc., in order to identify itself more closely with its trade-marked coats, skirts and suits.

IRVIN F. PASCHALL, for many years advertising manager of *The Farm Journal*, of Philadelphia, and until recently vice-president of the J. Roland Kay Company, Chicago advertising agency, has established his own business as advertising counsel, with offices in Chicago.

B. E. CHAPPELOW, president of the Chappelow Advertising Company, a St. Louis advertising agency, has been made a director of the Dorris Motor Car Company, St. Louis.

The death of J. ELMER PRATT, former general sales manager of the Pierce-Arrow Motor Car Company, occurred recently at El Cajon, California. Mr. Pratt was at one time sales manager of the Buick Motor Car Company and the Cadillac Motor Car Company.

JOHN L. BRODERICK, president of the Broderick & Bascom Rope Company; PHILIP A. HECKER, secretary of the Dittmann Shoe Company; and T. W. VAN SCHOLACK, sales manager of the Roberts, Johnson & Rand Shoe Company; all of St. Louis, were elected to the executive board of the St. Louis Sales Managers' Bureau, January 17, 1923.

JAMES P. DUFFY, for some time assistant advertising manager of Eberhard Faber, Brooklyn, N. Y., pencil manufacturers, has been promoted to advertising manager.

LOUIS VICTOR EYTINGE, founder, and for two years editor of *Postage*, and one of the foremost direct mail advertising specialists of the country, has been made chief of the copy staff of The John Service, Inc., New York City.

Before you get mad take time to get the facts and you'll probably be in a better humor.





*Sixty-five per cent of all the automobiles made in the United States are made within a radius of seventy-five miles of Detroit.*

## What Detroit Offers Sales Managers

A young man's town — unhampered by traditions and trade customs—Detroit makes an ideal laboratory to test out a sales plan that might be coldly received in a more conservative territory

**I**F Father Hennepin, St. Louis, William Penn and Count Cadillac ever get together for an evening's chat over old times we can imagine them talking something after this fashion:

"I am proud of the city I founded," says Father Hennepin, "because the flour from the immense mills of Minneapolis helps feed the world. I selected the site of the greatest flour milling center on earth."

"What of that," answers the spirit of St. Louis, "the city I founded is the home of a large part of the shoe industry. The stoves made in my city heat half the continent, and without them your flour couldn't be baked into bread. Hats made in St. Louis cover millions of heads, and we distribute more hardware than any other city in the country. No need for me to feel ashamed of the city that has grown from the settlement I founded."

### As Count Cadillac Would Say

"Tut, tut," says the re-incarnation of William Penn, "you must remember that I founded the city they call the Cradle of Liberty, where even now we are making much of the hardware St. Louis distributes, where the country looks for many of its great locomotives with which to haul the wheat to the flour mills Father Hennepin boasts of, and where most of the boats that transported the soldiers to the battlefields of France were launched. I could talk for an hour about the city I founded, but let us hear from Count Cadillac, what has he to say for Detroit?"

"What have I to say for Detroit?" queries the spirit of Cadillac, "what must I say of this young giant among cities that has grown up since first I landed there in 1701. This young giant that is the despair of every other city that once had aspirations to be the third, or fourth of the great American cities. Ten million automobiles speak for themselves. Why, within a radius of seventy-five miles from where I first struck camp more than sixty-five per cent of all the

automobiles in the United States are made. What more could my city offer to the world. But we do not stop there—we lead in the production of pharmaceuticals, we proudly boast of the largest adding machine factory in the world. Why our adding machines and automobiles alone have revolutionized transportation and business, but the ambitions of dynamic Detroit have led my descendants into many diversified lines, such as the manufacture of wire cloth, automobile wheels, automobile tires, axles, vacuum cleaners, white lead and colors, stoves, pins, and cigars. We have the largest seed house in the world, to say nothing of the world's largest drug store, shoe store, and automobile club. Indeed, Detroit leads in many ways, perhaps due to the ease with which labor stays at peace with capital, thus simplifying the manufacturers' problems and adding to the income of the laboring classes. Why the daily payroll of Detroit's industries amounts to \$1,663,358."

So much for the mythical conversation of the spirits of the founders of America's great cities. Let us see what Detroit offers the sales manager with goods to sell—what problems it offers, what opportunities it presents.

### Detroit Plays As It Works

"Bring your flashy merchandise to Detroit," says the sales manager of a clothing concern, "look around Detroit and you'll see signs indicating that Detroit is a young man's town—that youth holds the reins. Gorgeous and splendid silk shirts, with inch-wide stripes, suits with the largest checks, and jazziest pleats and pockets—this is the merchandise that Detroit buys. 'Diamonds on Credit' flash from a thousand signs and billboards, the theaters are crowded, phonograph shops, palatial dance places, and gorgeous refreshment parlors abound. Detroit plays as hard as it works, and steps along at a pace equaled only by New York—so remember it is a young

man's town when you plan your sales campaign for Detroit."

This is the advice of a veteran sales manager. He has pictured Detroit correctly, but he has pictured only a part of Detroit. He has caught the spirit of the Detroit that one sees in a flying trip once or twice a year, but not the real Detroit that is as solid and substantial as any of the older cities whose growth has been steady, but not so sensational.

Sales managers of food products must take into consideration two matters that vitally effect distribution in Detroit: one is the large percentage of grocery stores owned by foreigners, the other the rapid growth of the chain stores in Detroit. There are 2,856 independent grocers, and 657 stores owned by the big chains, making a total of 3,513 stores, nearly one-fifth of which are owned by two or three chains.

### Drug Field Highly Competitive

Some sales managers estimate that as high as seventy-two per cent of the grocers are either Greek, Polish, Armenian, Syrian, or Italian. Many high-grade salesmen introducing new specialties fall down woefully in selling this class of trade, for the simple reason that many of these grocers are unable to comprehend the average selling talk, listening only to the salesman who has a brand for which there is a definite demand. The jobbers' salesmen afford a wonderful help in putting in new brands with this class of trade, as they can often induce the grocer to stock a small quantity of any new product.

There is a bitter fight in the drug field, between the cut-rate downtown druggists and the neighborhood druggists. Another development in the drug field is that brought about by a Detroit manufacturer of ice cream which has recently established twenty or thirty stores under the name of The Brownie Stores. All operate on the cut-rate plan and are making an aggressive bid for the retail drug business in all neighborhoods. The

fact that your merchandise is on sale at cut rates in these stores will not of necessity antagonize other druggists, but it will not facilitate your efforts to obtain a wide distribution among the 629 drug stores that serve Detroit. One sales manager even went so far as to advise that these chain stores should not be approached until after your brand is established in the independent stores.

#### Striking Success of Red Seal Nets

The success of Morris, Mann & Reilly who market Red Seal hair nets shows the possibilities of the Detroit market when a product is properly merchandised and advertised. By making exclusive jobbing connections with a leading drug jobber this concern has sold more than 400 large cabinets of hair nets to the 629 drug stores in Detroit since August, 1922, when the jobbing policy was adopted. Liberal use of newspaper space has enabled this one brand to command business to the extent of \$125,000 per year. It is estimated that Detroit buys \$700,000 worth of hair nets alone in one year.

The manufacturers of Nicholson files used newspaper space in Detroit as a means for furnishing them a two-edged sales weapon, namely to increase distribution and sales from a retail standpoint, and to influence the thousands of mechanics in Detroit in favor of Nicholson files, so that purchasing agents in the workshops and industrial plants of Detroit would find this brand specified on the requisition sheets received from the men. A survey of the Detroit hardware market after this copy had appeared for five months proved that the plan had been successful from both standpoints. One authority says "The demand increased notably," while another claimed to have noticed a "big increase in sales."

The highly concentrated, and carefully planned campaigns of the Holland Furnace Company in certain centers has been carefully watched by many sales managers interested in the idea of concentrating and intensifying sales effort in a few localities, as against the old method of hit or miss, selling wherever a salesman's fancy might take him. Paul Bruns, Detroit sales manager for this concern, attributes much of their success in Detroit to year-in and year-out systematic working of every sales possibility.

#### The Holland Furnace Campaign

Newspapers have played an important part in the Holland Furnace campaign in Detroit, although other mediums have been made use of. The newspaper campaign ran in 1922 from January to October and produced many inquiries which were later turned into sales. This company has a plan of working junior salesmen to make door-to-door surveys in certain districts to obtain names and addresses of prospects and to do the preliminary sales work. Their work is carefully followed up by salesmen who are thoroughly trained in heating problems.

Detroit is a home-owning city, although there is an increasing tendency to build large apartment buildings, and this class of construction has been pushed forward

rapidly during the past few years. Riding around the city the writer noticed that there were apparently a large number of unusually good hardware stores. Checking up this factor in distribution it is found that there are in Detroit 398 hardware stores, or something like one hardware store for every 2,900 of population. Compared with other cities we find that Detroit must be a large consumer of hardware inasmuch as in St. Paul there is but one store for every 4,600 of population, in St. Louis one for every 3,600 of population, and in Chicago one store serves 5,200 people.

### Facts About Detroit

448	Automotive Supply Dealers
410	Bakers
196	Building Supply Dealers
264	Cigar Stores
248	Clothiers
1,583	Confectioners
22	Department Stores
629	Drug Stores
693	Dry Goods Stores
194	Electrical Supply Stores
272	Furniture Stores
241	Furriers
3,513	Grocers
398	Hardware Stores
326	Haberdashers
1,129	Meat Markets
101	Paint, Oil and Varnish Dealers
81	Phonograph Shops
1,348	Restaurants
364	Shoe Dealers
Daily Payroll, \$1,633,358	
Jobbing Volume, \$80,000,000	

One manufacturer whose name we are unable to mention ran a heavy advertising campaign in Detroit for two months. A check-up of sales at the end of the two months failed to show an increase commensurate with the cost of the advertising. After a careful survey was made one of the newspaper men who was interested in the campaign pointed out the trouble. He had learned that the manufacturer had one salesman calling on the entire grocery trade in Detroit; that distribution amounted to less than thirty per cent of the grocery stores; that less than half of the grocers had been called on while the advertising was in progress.

Five salesmen were put to work in Detroit and distribution increased in less than one month to nearly seventy per cent of the possible retail outlets; the grocers who had been handling the line for years, were used as a keystone on which to merchandise the advertising campaign, which was creating an increased demand for the product. This advertiser had expected too much of advertising; apparently not stopping to think that advertising is merely the sunshine that ripens business, not the har-

vester who puts it in the barn, so to speak.

Dunn fountain pens have enjoyed a thriving business in Detroit since first they obtained distribution. This concern entered the Detroit market in an advertising way with full-page newspaper copy before any distribution was secured. Thirty days after the first advertising appeared 100 accounts were secured. By January, 1922, they had approximately 225 accounts, and in June, 1922, they had approximately 340 retail outlets in the city of Detroit. A survey made in December, 1922, showed that 407 druggists were handling Dunn pens in Detroit.

#### July Is Detroit's Busy Month

T. H. Ragan, district manager for Dunn pens in Detroit, says that much of the success of his company in this territory is due to the fact that they reversed their selling policy, changing from selling direct to the dealer, and placing the account in the hands of a large drug jobber, giving him exclusive distribution. Last fall he made an effort to give a banquet to all salesmen of the jobber who had sold a gross of Dunn pens in the next thirty days. When the time had expired every salesman had qualified, and many had oversold the required quota.

Detroit is first among the ten leading lake ports, more tonnage passing through the Detroit River in 240 days than through the Suez Canal in an entire year. During the season of navigation more than 8,000,000 people arrive at and depart from Detroit. It is the center of a large summer vacation territory, the lakes of Michigan and the Great Lakes being a magnet that draws thousands of pleasure seekers annually.

Bank debits reach their peak in Detroit during July, indicating that business is more active then than during December, the month when business reaches its peak in most cities. For special summer drives to hold up business Detroit offers a real opportunity to the sales manager who wishes to maintain his sales volume on an even keel during the slump usually encountered in many lines in summer time.

#### Selling the Foreign Districts

Detroit's foreign-born population is thrifty, industrious, and inclined towards home ownership. Many sales managers look upon this population as a bugaboo, often passing it up entirely. There is no reason for this, for it is well known that once a product is started in the foreign neighborhoods it often becomes the rage and sells like wildfire. This is particularly true of lines which have a style value. The leader of a little clique perhaps takes a fancy to yellow shoes. His neighborhood will not rest content until they all have yellow shoes, too. Select a salesman who is familiar with this class of trade and who understands how to work it and a good business is assured. Far from being a liability to the sales manager, this foreign population is often an asset, as many successful merchandising campaigns have proven.

Poland leads in the number of its natives who have selected Detroit as their



# Have You Given the Textile Industry a Rating in Your 1923 Sales Plans?

THE Textile Industry, with mills in every state of the Union, is the country's second largest industry in point of invested capital and value of product.

This field can be reached effectively and economically through the advertising pages of TEXTILE WORLD. This periodical, through paid subscribers, reaches individuals and firms controlling 90% of the machinery of the industry. This is equivalent to 90% of the purchasing power.

58 per cent of the advertising space in TEXTILE WORLD is devoted to products which are sold to other industries as well as to textile mills.

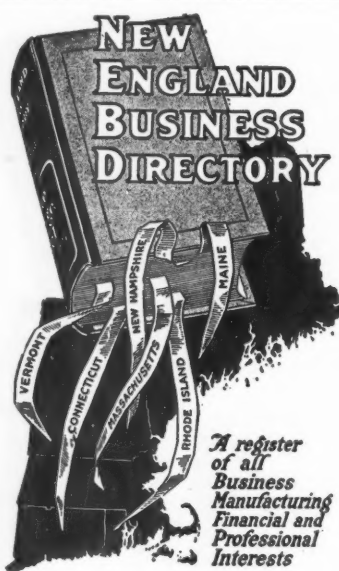
Of the 850 advertisers, more than half use no other textile publication.

Members  
A. B. C.  
A. B. P.

TEXTILE WORLD is the backbone of practically every sales campaign to reach textile mills. This applies to the general industrial proposition (such as factory equipment) as well as to the strictly textile campaign (such as textile machinery.)



BRAGDON, LORD & NAGLE CO., 334 FOURTH AVENUE, NEW YORK  
BOSTON PHILADELPHIA CHICAGO GREENVILLE, S. C. CLEVELAND MANCHESTER, ENG.



## Get the Facts

regarding sales possibilities in

## New England

If 36% of your customers moved away overnight, you'd do something about it. If new prospects equal to 54% of the old list appeared, wouldn't you go for them?

Since such changes occur gradually too many leave it to chance and their salesmen to get in touch with all-important new business.

These are *actual figures* from a count of twelve different headings in the new issue of The New England Business Directory compared to the same headings in the previous edition.

*You can accurately survey your potential market in the classified information which this book contains about 300,000 live concerns*

Price \$10 Postpaid

**SAMPSON & MURDOCK CO., Publishers**

379 Broadway, BOSTON, MASS.

## Are You Looking

For a man with the following qualifications: Several years advertising, selling and office managing experience? Competent to offer suggestions and to listen to them? Flexible enough to grow into your ways and not expect you to accept his? Executive ability—not so much in the matter of ordering others around as in handling himself and his job? Brains—not brilliancy? A comer—not a comet? A man whose past record will show that he does not want to use you for a jumping off place for something else? If you want to find such a man write to

**J. C. ASPLEY, President**  
**THE DARTNELL CORPORATION**  
 1801 Leland Avenue, Chicago, Ill.

New World home. The 1920 census gives the foreign-born Polish population\* as 56,624. Canada coming second with 55,894, Germany third with 30,238, Russia fourth with 27,278, England fifth with 17,169, followed closely by Hungary, Austria, Ireland and Scotland and Belgium.

Detroit jobbers are surrounded by intense competition. Perhaps this is the reason for their intensive work in and near Detroit. Their sales forces are notably keen for pushing manufacturers' lines and the manufacturer who goes to them with a real offer is sure of cooperation. Chicago, Toledo, Cleveland, Buffalo, Indianapolis form a wall of competition that prevents Detroit jobbers from expanding into a wide territory, but in their field they are supreme and should be carefully cultivated.

The sales manager who establishes his line in Detroit is sure of a business in a market whose growth is sure—Detroiters think it is has just begun and predict a future far surpassing the past. Today's efforts in Detroit will pyramid into future growth well repaying initial costs. It is a market that deserves intensive effort, careful study, and well-planned merchandising.

## Cole Dealers to Abolish "Trade-Ins"

Cole dealers have agreed to abandon the practice of receiving used cars as partial payment for new cars, according to J. J. Cole, president of the Cole Motor Car Company. They have agreed to abolish the used car department which often shows a net loss equal to fifty per cent of a dealer's margin on a new car.

Mr. Cole says, "It is a decided economic waste to load a car's price with artificial selling costs. We have arranged to reduce those costs and transfer the savings thus affected to the car owner."

"The necessary costs of distribution under the present plan of merchandising automobiles consumes too much of the car buyer's money, in the opinion of the heads of many substantial motor companies."

"It has cost too much to put a car in the hands of the owner. Prices on automobiles can never reach bed rock until distribution costs have been reduced to the necessary minimum."

Sales managers will watch this new experiment in this field with considerable interest, as hundreds of companies have long fought with the "trade-in" problem, and are yet searching for a satisfactory answer.

"In the writer's opinion your editorial, under the heading of "A Time for Prudence and Foresight" in the December issue of SALES MANAGEMENT, was alone worth the price of subscription for 1922, and in expressing myself in this way, it is hardly necessary to state that I have been more than satisfied since becoming a subscriber."—F. W. BRUNS, Secy.-Treas., the Auglaize Furniture Company.

Two heads are better than one—consider the barrel.



# Warehousing Decreases Overhead

In many lines of industry there comes a time when it seems imperative to have a branch house. Unfortunately, a branch usually must be supported for a period by the parent house. The funds are not always available.

Insurance, office costs, supervision, rent, light, fuel, taxes, delivery, building, location, depreciation, all must be paid or solved before the branch can become a reality.

In a warehouse every such item, and the hundred-odd others, are taken care of without your effort—and you are required to pay but a fraction of them.

Following the brisk season, a part of a branch remains vacant, yet its upkeep goes on. In a warehouse that space is allotted to another. You pay only for space used.

All warehouse charges are lumped in one bill. In a branch each item must be dealt with separately.

A branch house may be an excellent thing—when it is self-supporting. Until the time you can make yours self-supporting one of the warehouses associated with Distribution Service, Inc., can serve you better.

You'd like to talk over this with a well-informed man before you reach a decision. He will be glad to come at your next convenience.

## Distribution Service, Inc.

123 W. Madison Street  
Chicago

100 Broad Street  
New York



# Warehousing Is An *Essential* Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

### BIRMINGHAM

Harris Transfer & Warehouse Co.

### CHICAGO

Currier-Lee Warehouse Co.

### CLEVELAND

Ninth St. Terminal Warehouse Co.

### DENVER

The Weicker Transfer & Storage Co.

### EL PASO

International Warehouse Co.

### FORT WORTH

Binyon-O'Keefe Fireproof Storage Co.

### HOUSTON

Binyon-O'Keefe Fireproof Storage Co.

### KANSAS CITY

Central Storage Co.

### LOS ANGELES

Union Terminal Warehouse Co.

### LOUISVILLE

Louisville Public Warehouse Co.

### NEW YORK

Bush Terminal Co.

### OMAHA

Gordon Fireproof Warehouse & Van Co.

### PHILADELPHIA

Terminal Warehouse & Transfer Co.

### PORTLAND

Oregon Transfer Co.

### SAN FRANCISCO

San Francisco Warehouse Co.

### ST. LOUIS

S. N. Long Warehouse

### ST. PAUL—MINNEAPOLIS

Central Warehouse Co.



## 14 Ways to Better Business

# Obvious- *but worth study!*

Years devoted to helping our clients find ways to better business have naturally taught us something of the basic laws governing business growth. Every successful advertiser has discovered some of these fundamentals. Doubtless, some have discovered all.

We do believe, however, that we are first to classify, group and publish these fundamentals in a way that makes it easy to measure the effectiveness of any sales building campaign.

We also believe there are many open-minded business men who would be interested in studying this little folder.

## JOHNSON, READ & COMPANY INCORPORATED *Advertising*

202 SOUTH STATE STREET, CHICAGO

Charter Member American Association of Advertising Agencies

*Do you  
wish a  
copy?*

### *Attach This Memo*

to your letterhead, add your name and title and send to JOHNSON, READ & COMPANY, 202 South State Street, Chicago, for a copy of folder containing advertising Test Table, "14 Ways to Better Business."

## A Task for Every Town

(Continued from page 296)

a picture for him, so that he gets started on something he doesn't know anything about. And while you might get the impression from that, that we are leading a blind horse to the slaughter by getting a man launched into the business that he is unfamiliar with, I think you will also recognize it would be a near-sighted policy on our part to get a man to go into business by a mass of fiction he could not realize when he got started. I do not believe that we have had a single failure, we may have had one, but otherwise I do not think any more than one, in this new line-up at all, although the men who have gone into the business have been unacquainted with the product, or this method of marketing.

But to give you a little idea of its success, I have just come back from New York City, and on the spur of the moment we sent out an invitation to some dealers to meet us at a dinner to talk it over—no inducement whatever. These dealers are absolutely new in the business and all new this year, and so they had nothing but this year's business to induce them to come to New York at all. We had an attendance of 33, which is remarkable, if you knew the details as well as I did, and those 33 dealers spent the evening, four hours after dinner, selling each other on their goods and telling us how many more hundred they were going to buy next year. I think that would indicate the plan itself is sound fundamentally.

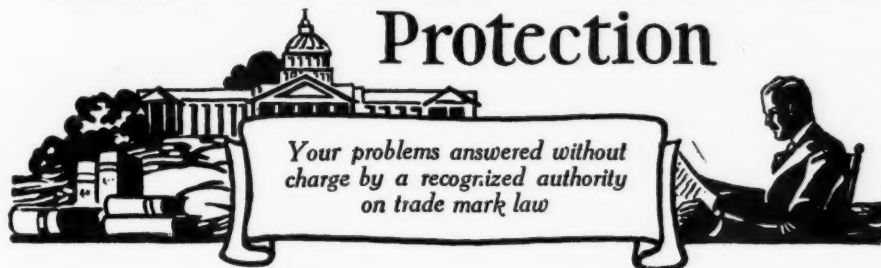
### Cementing a Customer's Good-Will

In order to consolidate our gains on this proposition we go a step further. When the dealer is established he is in desperate need of a manager for his business, because he does not know anything about it. Probably he only furnished the capital. So our kind and genial salesman goes out and scouts the town, or through advertisements to find the dealer a manager. That cements us one step further in this problem of development, because that manager is indebted to us for his retail job. He is indebted to us, and as a natural result he feels kindly towards our products and representatives. Having found the manager, we set to work to educate him in the methods of selling heating systems. We educate him to advertise his business so that he can make a profit and make his job successful.

What have we got? We have a stranger established in a new business, developed along the way we want it developed, who knows no other angle than the angle we give him. He works with the talking plans we have given him without any previous prejudice, and we have a manager who is indebted to our salesman. He has been educated by our salesman so he does the things the way we want them done. We believe that that is laying a pretty solid foundation for developing a much larger business in the future. There may be lots of other ways of creating good-will and of laying foundations, but from the results we have had, it looks like we are getting somewhere with that plan.



# Trade Mark and Good Will Protection



## Federal Trade Commission Helps Protect Good-Will

Omaha, Neb.—Is there a way out when a competitor is nibbling at your good will but when you cannot get evidence against him that would afford such a showing of damage as to warrant a suit for unfair competition? And when, to boot, you are not sure but the court costs would make the candle more expensive than the game warrants?—N. P. C.

You might try the Federal Trade Commission as a possible source of redress. Few sales executives with valuable will to protect appear to realize what a friend they have in the Trade Commission. For one thing, if satisfaction is obtained at all, the raid upon good-will that is complained of is halted much more promptly than it would be in the U. S. courts. For another thing there is the saving in expense to the conservator of good-will. If the Federal Trade Commission makes his grievance its own it will foot the bill. Finally there is the consideration of the secrecy preserved as to the identity of the firm or individual that "made trouble." The conscienceless competitor who is placed on the carpet for trespassing upon your trade preserves may suspect that you are at the bottom of the thing but he can never be sure, if you do not tell him. In other words, the Trade Commission keeps its secrets.

One of the recommendations of the Federal Trade Commission as an enforcer of respect for established good-will in business is found in the ability of the Federal body to take cognizance, at one fell swoop, of all the little things as well as the big things that make for disintegration of good-will. It has come about nowadays that trade-mark infringement or trade name imitation or brand substitution is so interwoven with deceptive advertising, misdescriptive labeling, catalogue duplication, etc., etc., that the whole strategy ought to be considered as an entity if the full measure is to be taken of its menace to good-will. The Federal Trade Commission will do just this thing. And, on occasion, it can go farther than the trade-mark laws. For example, we have laws that prevent the registration of public insignia as trade-marks. Well and good, as far as it goes. But the Trade Commission takes up the needful prohibition, where the law leaves off, and puts a stop to the use of words, names, initials, etc., which, while not to be accounted U. S. insignia, nevertheless convey the impression that the goods on which they appear have been endorsed by the government, or are in use by the national government or, perhaps, are manufactured in accordance with formulae from government sources. In the same spirit the Trade Commission has called "halt" on the stimulation of a

color scheme that a pioneer advertiser had made his own to the extent that buyers had come to recognize it as symbolic of his business.

## Manufacture in U. S. Confers Trade-Mark Right

Paterson, N. J.—Appropos the interest aroused by the trade-mark section of the new tariff law in the whole subject of the American rights of trade-mark of foreign origin, I wish to inquire just what are the rights of aliens who desire to retain unto themselves the title in the United States to the marks they have devised?—J. F. DeS.

Foreigners must apply for and secure registration of their trade-marks in their home countries before registration can be effected in the United States and only those whose home countries give reciprocal rights to United States citizens can register. Some person in the United States must be designated to receive notice. However, a foreigner having a manufacturing establishment in the United States, although living abroad, may register any mark actually used on products of such establishment in the same way as if living in the United States.

## A Brander Must Arrange for His Own Scouting

Warren, Ohio.—Is there not some way in which our firm, which is just starting in business, could ascertain, without expense, whether the trade-mark we contemplate employing is already in use and, if not, whether it would be accepted for registration?—T. W. Jr.

If your idea is to have Uncle Sam take on the responsibility of doing your preliminary prospecting we fear that the answer must be "Not a chance." The Trade-Mark Division of the U. S. Patent Office, which is "headquarters" for matters of this kind, can not give advice as to whether the owner of a mark should apply for registration or whether the mark is already used by another. Nor can the office, in advance of the filing for an application, make searches to determine the registrability of a mark. The office has, however, a trade-mark digest open to the public, consisting of an alphabetical list of registered words and a classification of symbols, birds, animals, etc., as well as a set of trade-marks arranged according to the goods with which they are used. It is advisable for you to search here (or have some person do it for you) before definitely adopting a mark and ordering printing or otherwise incurring expense. The Patent Office also has open for inspection a card index of articles of commerce indicating their classification in the fifty classes of goods which have been established under the law. A few hours spent in thumbing the files at Washington will show conclusively whether your intended trade-mark has been "anticipated" in the governmental procession.

## An Open Letter to Sales Managers

Salesman turnover, which unfortunately is more serious now than ever before, can be cut down materially if greater care is taken to fit the man to the job.

While you are the one who must accept final responsibility, we can take much of the burden off your shoulders if you will allow us—as so many SALES MANAGEMENT readers are doing—to submit men to you.

By the Merton method, men of low quality or doubtful capacity are rejected, and the only men submitted are ones who show not only sales capacity, but adaptability for your particular kind of work.

For example, a SALES MANAGEMENT subscriber asked us in January to furnish 15 men. We interviewed four times that number; 19 men withstood the winnowing process and were sent to the manufacturer. From these he picked fifteen.

## This Co-operation Costs You Nothing

The preliminary weeding-out saves your valuable time and removes much of the gamble of selecting salesmen. No candidate for a sales position is recommended to you until he has received my personal O. K., and many years of experience as a sales manager enables me to grasp quickly your individual sales problem and submit men fitted to meet it.

Whether or not you need more salesmen at this moment, I want you to read the typewritten manuscript of an address, "How to Select Salesmen." In it you will find practical ideas that may help you in picking men and making promotions.

Yours very truly,

*Bevan Lawson*  
President

## MERTON PLACEMENT ASSOCIATION

BEVAN LAWSON, President,  
MERTON PLACEMENT ASSOCIATION,  
331 Madison Avenue,  
New York City.

Dear Sir:

Please send me a copy of "How to Select Salesmen."

Name.....

Title.....

Firm.....

Address.....

# A Printer Is as Good as His Equipment Plus His Organization



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**Our Equipment** includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and U. P. M. Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

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# How a Big Shoe Company Picks Men

By John M. Garth

*The time to fill open territories is before they are open. This article tells how the sales manager of a large shoe concern keeps a waiting reserve of salesmen-applicants always ready to step in and fill any vacancy that may occur in their 700 territories. It may hold a suggestion for you.*

THE sales manager was inspecting an application and references from a salesman who had applied for a position in North Carolina, on the sales force of one of the three big branches of the International Shoe Company.

"His past record is very good, his photo will easily pass muster, and I am convinced that he will make a good man. But I am not going to hire him. There is just one thing wrong. He is forty-nine years old. I can't use him. Bring me the other applications we have on file for North Carolina territories."

"Do you mean that you have a hard and fast rule against employing men above a certain age," I asked the sales manager.

"No, I have no age limit in the strictest sense of the word, but any man who has reached forty years is, at best, but a temporary member of our sales force. He may be perfectly all right for five years—in rare cases perhaps he can carry the load for seven or eight years, but so rare that we can't afford to take a chance.

## Physical Strength Essential

"All too soon the average sales force becomes weighted down with old men whose strength is unable to carry the load we put on them. My men must pull out and display nineteen trays of shoes. Physically it is a man's job to do this—to keep them polished, and in good condition, to arrange and repack these nineteen cases of shoes every day. Mentally he has all he can do to make good as master of his territory. If he is unable to carry the physical load easily, how can we expect the utmost from him mentally.

"Every salesman we hire represents a considerable investment and as far as possible we want permanent investments—investing in a man forty-nine years old is too temporary a proposition for us. We will be loaded down with old men soon enough—our problem is to keep the load as light, and as far away as possible.

"The average sales force is made up of three kinds of men. The youngsters who are, in a sense, still amateurs in selling shoes, the middle-aged men—the young middle-aged men, I might say—and the old men who have reached that age where the burden is almost too much for them. The middle class carry all the others. Why burden the most profitable men with the load of carrying more old men. If I can find a man who is but twenty-four years old, and with sufficient maturity to sell our line he is the man I want. Investing in him is permanent. Investing in an old man is for a few years only.

"We have several old men who can't carry the burden. We have to send along young men to pack and unpack their lines for them. That is additional expense we could save if we had younger men. But we take care of the old men, otherwise we would have nothing to offer to young men who come to us with the idea of making the shoe business their life work, and this firm their permanent employer."

This sales manager has a well-planned system for keeping his 700 territories constantly filled with able salesmen. It is no small job to keep 700 territories manned with men capable of selling a line as big as that of one of the International Shoe Company branches. But it would be disastrous to depend on rule-of-thumb methods. Every day something happens to some of those 700 men—every day some one of them either resigns, dies, gets sick, or falls down. A constant stream of new material must be at the beck and call of the sales manager if he is not to lose vast amounts of business through unworked territories.

"Take the Texas file—we have twenty-one men in Texas—there are now 200 applications on file from salesmen who want Texas territory. In other words, if I lost every Texas salesman today, I would have before me the names of 200 men whose applications I have on file and which have been looked up, classified, and marked in the order of their estimated value.

## Applications Carefully Filed

"All applications are filed in a cabinet maintained for that purpose. They are filed alphabetically, according to the salesman's name, with the territory he desires listed opposite his name on the tab of the folder containing his application, photo, investigated references, and other information regarding him. These folders are marked so that when we go through them to select a man, we take those folders marked "preferred" first. It seldom happens but that we are able to select a preferred man for every open territory. If the preferred men are unavailable we always have a number of second grade applicants to select from."

This cabinet of applications is, in the estimation of the writer, literally one of the most valuable things in that sales department. If a man is needed for a floor salesman, hundreds of applications are on file, so marked that a man may be selected almost instantly. Many road men are graduates of the house or floor sales staff. It is maintained at a small expense, yet it is an insurance policy which guarantees the continuity of sales effort in all of the 700 territories operated by this concern.

"We try to sell our salesmen on the value of keeping their eyes peeled for possible salesmen. We show them what happens when they get sick, or hurt and are unable to work their territories. If a poor man is substituted for them he may tear down the work of many years in a few short months. Our men realize the necessity of helping us maintain a reserve of salesmen who can go into a territory and take up the work where the regular salesman left off."

"What happens when you lose a salesman?" I asked the sales manager.

"The first thing we do is to go through our files, select the names of all men whose applications for the open territory are on file. From this list we select the name of a man whose application is marked "preferred." From his application we have all the information we need to make a preliminary decision. Then we get in touch with him, advise him that the territory he applied for is open, asking him to telegraph if he is at liberty to start work. If he replies in the affirmative we ask him to come into St. Louis at our expense, for an interview.

## One Man's Judgment Often Errs

"Remember, that before we ask him to come to St. Louis we know, as far as is possible to determine from a written application, that he is the man. But that is not enough for us. We want to see him. We want him to meet the various department heads, and be interviewed by several of my assistants who have been trained in selecting salesmen. We take no chances of a salesman being able to make a wonderful impression on some one of us on the first interview. We have him come back for several interviews before we finally decide that he is the man we want."

This concern has found that carefully studied interviews are the only safe method of hiring salesmen. Often a man comes in who will almost bowl you over at first glance. Then the second interview is not quite so favorable. Something strikes you as funny. You cannot quite lay your finger on it. You try another interview. Then it comes out. You find something radically wrong with him. It is an expensive matter to find this out, after the man has been selling the line for several months. The sales manager who finds it out beforehand, is the man with the smallest turnover of salesmen. Better to have a small turnover of salesmen, and a big "turnover" of applicants, than the reverse. Some sales managers hire nearly every man who has good references, and looks as if he can make good.

The writer heard a certain candy manufacturer boast that he had hired

# "Championship Stuff"

**A**n address delivered to salesmen throughout the United States over five hundred times by a Consulting Sales Manager and speaker of national reputation, who during the early part of Nineteen-Hundred-Twenty-Three offers his services to sales organizations for salesmen's conventions or district meetings—also an address on salesmanship dealing with the practical side of selling—also conducting questionnaires for sales meetings.

*For further particulars address*

**MR. W. E. BILHEIMER**

*Consulting Sales Manager*

SAINT LOUIS, MISSOURI

## Money to Enjoy life

"If I ever hope to make money enough to live comfortably and enjoy life as I want to do, I had better find some way to improve my personality, poise, confidence and pleasing appeal—and find it quickly."

This man found what he was after. You, too, can do the same. "Plant a Penny and Reap Success" is the story we will send you free. Henry Gaines Hawn says salesmen are made, not born. Write today for booklet

HAWN CORPORATION  
1472 Broadway New York

## Sales Executive Available

Twelve years' successful record as sales manager food products. Now employed but seeking greater opportunity. Will consider food product or any other quality line. Broad and countrywide experience with jobbing and retailer distribution phases of merchandising. Age 35, married, commanding personality. My duties covered: Supervision of salesmen, securing jobbing and retailer distribution, promotion work with jobbers, their salesmen and retailers, complete authority in contracting, writing and placing advertising in newspapers, billboards, booklets, circulars, etc. Tactful and forceful correspondent.

Want a permanent position where a keen, aggressive merchandiser can improve himself by showing profitable results. Thorough business training enables me to consider sales, general or assistant general manager position.

Address Box 251, SALES MANAGEMENT  
1801 Leland Avenue, Chicago

and fired forty salesmen in 1922—he maintains a force of less than twenty men. This man hires his salesmen on "hunches." He gets a hunch that a man will make good, and on the payroll he goes. As indicated by the above figures, many of his hunches are wrong, and the cost to his company is out of all proportion to what it should be were he to adopt more regular and systematic methods of recruiting men.

One of the most unsatisfactory methods of investigating a salesman's references is to write a letter stating that Mr. So-and-So has applied for a position as a salesman, requesting that the party referred to give any information he might possess relative to the salesman's fitness for the position. Any man, other than a downright crook, will be apt to receive a good reference when they are investigated in this manner. The only satisfactory way is to send the applicant a form, asking certain definite questions.

### The Applicant Who Stutters

If the form asks "Does he drink?" you will perhaps get a truthful answer. If it asks, "Does applicant have any impediment in speech," a stuttering salesman will be described as such, but who would think of including that information in a letter.

The time to get applications for territories is when all territories are filled. Time is too valuable after the territory is vacant, and this is the excuse often offered for hiring a man without thoroughly investigating his record. One sales manager sends an application blank to every man who inquires about a position. If it is returned filled out it is thoroughly investigated, just as carefully as if a position was actually open at the present time. The writer once wrote half a dozen large concerns applying for a position as a salesman. It was a letter worthy of attention by any sales manager, for the qualifications were more or less mythical, yet five of the concerns sent back stereotyped letters stating that there were no openings at present, but that the letter would be filed for future reference.

Doubtless it was thoroughly filed for no further word ever came. Those concerns all hired men within the next three months. How much valuable sales material is lost in this manner no one can tell. Every sales manager should see every letter of application that comes to his firm. There should be some method of systematically handling all these applications, so that every available bit of potential man-power can be utilized if necessary. Many a poor salesman is today holding his job solely by virtue of the fact that no other man is available to take his place. A systematic method of recruiting new salesmen through the present members of the sales force, and from the employees in the house, will go far towards relieving the shortage of sales material which prevails in almost every large concern.

Spend your time as carefully as your money—even more so—you can get more money, but spent time is gone forever.



# Who Should Pay Advertising Agents?

The secretary of the Association of National Advertisers and the editor of SALES MANAGEMENT exchange views—  
Interesting resume of letters from prominent publishers

Dear MR. ASPLEY:

Some writers of editorials whom I have had the misfortune, or privilege, of encountering have been resentful of even the mildest and most obvious criticism; nevertheless, I venture to offer a comment on your December issue editorial, "The A. N. A. Sets Out to Reform the Agency Business," with the expectation that its writer will deign to entertain that comment from one who is looking—may I be permitted to say?—from the inside out rather than only from the outside in.

May I, first, venture to suggest that a more correct title for the editorial would have been, "The A. N. A. Resumes Its Efforts to Abolish the Agency Commission System." Behind that title is an interesting story much too long to recount in a letter, but which you can have verbally for the asking.

The editorial centers upon the phrase "a fee mutually agreed upon," and, incidentally, defends the concealment in the space rates of the agency's compensation, on the ground that, if it were not so concealed, the agency would not get from the advertiser the gross amount of money he now obtains.

In regard to the phrase, "a fee mutually agreed upon,"—this is characterized by the editorial writer as being "visionary and unsound." . . . "It sounds beautiful. It looks beautiful. But . . . it won't work."

The gentleman may have the gift of prophecy, and it may be that in the year 10,001 A. D. it won't work; if such should be the case, the prophet is perfectly safe from any chance that he may have to eat his words.

But in this year of our Lord, 1922, the "fee mutually agreed upon," is *working*; for a number of past years of our Lord, it has been working; in 1923, *et seq.*, it will continue to work. (If you wish, cut out the "*et seq.*," so that I may not be permitted to assume the safe role of the prophet and leave it at "1923," so that my statement may be checked on December 31, 1923.)

May I suggest that your editorial writer condescend to abandon, just temporarily, of course, the role of the prophet, and undertake a little investigation; about an hour would be sufficient. If the prophet feels that even an hour's investigation would cause him to lose confidence in himself, then the investigation should not be undertaken.

" . . . the fact is that it would be almost an impossibility for the agent to get compensation from advertisers that would be commensurate with what publishers are now paying him."

Well for the editorial man that he used that word "almost" because there are agents who are getting more from advertisers than the equivalent of the 15% commission on space used.

May I suggest that the *sine qua non* is not that the agent should get compensation "that would be commensurate with what publishers are now paying him," but that he should get compensation that is a measure of the service rendered. Which, by the way, is exactly what many agents are now getting.

Isn't your writer's real estate business parallel a little unparallel and unfortunate?

Since he must be a man with powers of perspicacity and ratiocination, he should be able to observe the lack of parallel, and the danger to his own assumptions of extending it to its logical conclusions, without any help or suggestion.

May I venture to suggest that if the writer of your editorial is ever in the neighborhood of 17 W. 46th Street, New York, a visit by him to the offices on the seventh floor will be heartily wel-

come. After getting the information he at present seems to lack, he will either want to write another editorial reversing himself, or be rendered sufficiently cautious to refrain from writing any more articles on the subject of agency compensation. There am I, now, prophesying! How hard it is to refrain from doing so! A prophecy so often "sounds beautiful." So often "It looks beautiful."

J. SULLIVAN, Secretary-Treasurer,  
Association of National Advertisers.

Dear MR. SULLIVAN:

I gather from your letter that we stand indicted on three counts: First, for disagreeing with you at all; second, for thinking anything you could do is wrong; and third, for expressing our opinion that something you are trying to do won't work. For these crimes we are branded ignoramuses, would-be prophets, ivory-tops and general know-nothings!

You are technically right in saying that there are advertising agents who are getting more from advertisers in the form of commission. But you neglected to state that these agents usually refund to the advertiser the publisher's commission, which is a horse with a different tail. Most of these fee arrangements you speak about are based on a certain percentage over the net—usually 17 per cent. That means that the advertiser is actually paying a fee of two per cent for the agent's services. The publisher still pays the other fifteen per cent. Now there may be recognized agents who refuse to accept commission checks from publishers, but I have never met them in the ten years that I have been in the publishing business.

I have found in talking with advertisers that they invariably confuse advertising counselors and advertising agents. Isn't it possible that you have your cases mixed a bit? My understanding of an advertising agent is one who is recognized by certain publishers and publishers' associations as being financially responsible and worthy of formal recognition. Because he meets these qualifications he is paid a commission on all business he secures for those publishers. His function is quite distinct from a counselor who sells his services to an advertiser on a fee basis, in many cases placing the business through a recognized agency and making no pretense of representing the publisher.

But even supposing that there are dozens of placing agencies who will not accept a nickel from the publisher and whose clients eagerly pay them \$1,000 for getting up an advertisement for *The Saturday Evening Post*, does that prove that your plan will work? Because Hamilton, Ohio, has prospered under a socialistic city administration does that prove that the country as a whole would prosper if Marx's theories were universally accepted? Russia is the answer.

Capitalism, like the present advertising agency system, has many faults, and leaves much to be desired, but it works.

So far as your plan is concerned we said that in our opinion it wouldn't work. We have always thought that the purpose of an editorial page was to express the opinions of the editorial staff. However, since you so violently object to our having any opinion of our own, especially when those opinions happen to differ with yours, we will confess that in this particular case it was not our opinion at all, but the opinion of forty-three prominent publishers and advertising men to whom we submitted an advance proof of the editorial. We had not intended to publish their replies to our letter as we have no desire to embarrass the A. N. A. However, since you have put us on the defensive we have to prove our case.

The publisher of one of the great New York newspapers, a man whose opinions are held in greatest respect by all thoughtful advertising men, and who is the key man in the deliberations of the American Newspaper Publishers Association writes:

I am glad to have had an opportunity to look over your editorial on the Association of National Advertisers' letter concerning agency compensation in advance of publication.

You are quite right in your contention. The "remedy" proposed by the Association of National Advertisers would only bring about confusion worse confounded. Your conclusion—"It won't work"—sums up the whole matter.

Another publisher, who controls several magazines and newspapers, and might easily be classified as the best-informed advertising man in the country today—as well as the most successful—writes that:

Nearly twenty years ago, when Mr. Frank Munsey had this very plan in mind, it appealed to me very seriously, and I then favored this change of method; but I must admit that after a more careful study of conditions, and especially having watched advertising results and advertising successes since that time, I no longer have that view and publishers with whom I have discussed this problem, I must frankly state, are almost unanimously under the impression that the necessity of granting commissions to advertising agents is one of the important procedures toward advertising development and success. There are many reasons for this logic, a few of which I might indicate:

If commissions were to be withdrawn from advertising agents and rates were reduced in proportion to the advertiser, direct, so that he, the advertiser, could give a commission (or fee) to the agent, how long would it be before this fee, which might first start on the basis of the present agency commission, which is 15%, would be reduced to 10%; and then, later to 5% and perhaps even to a smaller fee?

All this is possible because there are many advertising accounts today which through experience and development are now on such a strong foundation that the advertiser himself might feel that there is very little work left for the advertising agent to do on this particular account and that,

*Fight for Business where there's a chance of Winning*

**Farsight!**

Plan your 1923 appropriation to include the big, prosperous Indianapolis market, easily, economically and effectively covered by its one dominant newspaper.

**THE INDIANAPOLIS NEWS**



FRANK T. CARROLL, Advertising Manager

New York Office  
DAN A. CARROLL  
150 Nassau St.

Chicago Office  
J. E. LUTZ  
The Tower Bldg.

## Making a Success of Salesmanship

A New Dartnell Book by Maxwell Droke

As different from the usual run of books about salesmanship as day is from night. Mr. Droke does not attempt to tell men who have made a success of salesmanship how to do it, as the title might suggest, but he has gathered together the tested methods of over 200 able salesmen.

### TYPICAL CHAPTER SUBJECTS

Getting in to See Your Man	"How Much Does It Cost?"
Bossing the Interview	The Man Who Is "Too Busy to Talk"
Selling the Product of the Product	Making Up the Other Man's Mind
The Gentle Art of Keeping Human	

Price on Approval, \$1.00

**THE DARTNELL CORPORATION**  
Ravenswood and Leland Avenues, Chicago

therefore, a 15% fee or a 10% fee, or perhaps even a 5% fee, may be considered too high by the advertiser to pay on this particular account, the work and the plans and the ideas on which had been done years ago.

But how about the advertiser who up to date has gained but partial success? And how about the new advertiser, the manufacturer who is not now advertising at all? Who will make a real advertiser out of him? Surely the advertising agent cannot be expected to give his ideas, his knowledge, his experiences which have been years in the making, to some new advertiser who, after being helped to the safe road of advertising, can then withdraw from the particular agent who helped this development or success, and go to a competing agent whose fee will be 5% or 10% smaller.

None of us has forgotten what the conditions were ten or more years ago, when most publishers did not care how much rebate advertising agents granted to their clients; when the question of service was not uppermost in the minds of advertisers or agents or publishers, and when many agents succeeded in taking accounts away from other agents who had developed them, merely because they were willing rebate 5%—or 10%—to the advertiser, thereby receiving only 5% or 10% commission. For this smaller fee proper service could not be given, and many advertisers who might have been successful fell by the wayside. The advertiser, therefore, was the loser; but so, of course, was the publisher.

What better proof can be given towards this very argument than to go back twelve years or more and see how many advertising contracts were renewed at that time and how many died a peaceful death and never were heard of again.

Our records show that less than 50% of the advertising contracts which some of our publications carried at that time were renewed, whereas those same publications during the last few years renewed over 80% of every advertising contract they carried in their columns.

The director of one of the publishers' associations, a man who has spent a lifetime in the advertising business, with experience as a buyer as well as a seller of advertising, writes:

Thank you for your letter of November 23rd enclosing reprint of your proposed editorial on the A. N. A.'s plan to change the present basis of agency compensation.

I agree with you that "a fee mutually agreed upon" would take the advertising business a long step backward and throw it into a maelstrom of cut rate, cut service, destructive competition. I agree with that part of the A. N. A.'s statement that until some better system than the present can be devised, we will all be very wise to continue on the present basis, and I have yet to learn of any better plan than our present system.

Among the women's publications the feeling that the movement of the A. N. A. is impractical and undesirable is equally pronounced. A publisher in this field, who is regarded as a moulder of opinion as well as a highly successful publisher, writes:

I think you have well stated a sound position in your editorial on the proposed reform in agency relations. I thank you for the opportunity of reading it in advance.

In the farm paper field one would expect to find the A. N. A. campaign endorsed, if it is ever to be endorsed at all. Yet the publisher of one of the three largest national farm journals feels that:

You are right in your editorial to the effect that the big thing that advertising agents do, is to promote the prosperity of established firms rather than to start new firms or new advertisers.

I think you are correct in your analysis to the effect that the elimination of advertising agents



in their present form would be likely to follow the plan proposed by Mr. Sullivan and his organization, and that such an elimination would increase rather than decrease the cost of advertising to the advertiser.

There is a point which I think has been overlooked, however. The figures put out by the A. N. A. are based on two years, during which time a vast number of businesses were merely holding on by their eyebrows and few new businesses were being started. During that period, one of the greatest services rendered by advertising agents was in keeping some advertiser from going broke, who would have been badly on the rocks had it not been for the guiding hand of experienced advertising agents.

The foregoing letters are typical of all received from publishers, with one exception. As stated, the man who favored changing the basis of compensation has since come over to our way of thinking. If the A. N. A. plan has any merit in it at all the publisher would be the direct benefactor as he would save the agent's commission (in theory). Yet he is for it, "thumbs down."

Turning for a moment to the advertising agents themselves—who, we are told, will be able to make more money under the A. N. A. scheme than they now receive from the publisher—let us sound them. One of the oldest, if not the oldest, advertising agencies, whose volume of business is among the largest states:

The editorial that came to me with yours of November 23rd I can assure you was read with considerable interest here.

You have approached the situation from a very logical angle, and the last paragraph of your editorial is right to the point.

Theorization is all right for dreamers and idealists but the practical business man must operate upon something with a definite, tangible foundation.

Our method of doing business has a foundation upon which a business institution has been built and endured for a period of over fifty years, with an ever-growing appreciation on the part of America's leading businesses. When we see a better way of doing business, there will be no one to give it quicker consideration than we. Up to this time we have not discovered it.

A large New York agent, handling many of the most important accounts and one of the most far-sighted of the agencies makes this observation:

Thank you very much for sending me your letter of the 23rd with enclosure of your editorial.

The one great argument in favor of the claim which this Association makes, if they can do away with the advertising agent, it will increase the importance of the positions of those advertising managers who constitute the large part of this organization. There are a thousand other arguments against their scheme.

The adoption of the scheme would set advertising back fifty years and re-establish the old cut-rate demoralization which the agency system has been gradually wiping out; substituting therefor a constructive business-like plan of procedure.

A St. Louis agent, who is now doing business on a fee basis, refunding, of course, the publisher's commission, doubts that his clients would continue to pay him 17 per cent under the new plan:

Your editorial hits right at the heart of the proposition. It is sound as to the economics of the situation. It is fair to the publishers and advertisers.

I agree that the development of new advertisers should be at least fifty per cent of the agency function. But at least the other fifty per cent would be the proper handling of old advertisers and the development of them into larger adver-



**The Bastian-Blessing Company**  
MANUFACTURERS OF  
**RK&O Apparatus for Welding and Cutting**

West Austin Avenue  
at La Salle Street  
  
Chicago  
Dec. 2, 1922.

  
Torches for  
WELDING  
CUTTING  
LEAD BURNING  
SOLDERING  
BRAZING  
CARBON BURNING  
HEATING

Regulators for  
COMPRESSED AIR  
OXYGEN  
ACETYLENE  
HYDROGEN  
NITROGEN  
CARBONIC GAS  
BALLOON FILLING

Complete Outfits  
TANK TRUCKS  
GOOGLES  
SPECTACLES  
ACETYLENE  
GENERATORS  
ACETYLENE BURNERS  
AIR PREHEATERS  
MANIFOLDS  
CYLINDER VALVES  
GAUGES

Academy Press,  
Wyoming, N.Y.


Attention: Mr. Brown.

Gentlemen:

RE: Better Letters  
Your letter Nov. 28th.

We placed an order for fifty (50) copies of "Better Letters" with the idea of sending them out to the sales managers of our service distributing companies.

The writer took this little book with him on a recent trip and found it had so many good ideas in it that the thought occurred to him that some of our customers might also be interested.

Very truly yours,  
  
THE BASTIAN-BLESSING COMPANY,  
  
  
W.L. Mills,  
Sales Mgr.

ELW:CS

RK&O Users are Our Best Salesmen

**W**HEN a prominent sales manager buys a single copy of a business book, reads it, and then orders *fifty* copies to give away to other sales managers, there is little need to say anything more about the value of that book to the readers of such a publication as "Sales Management." The obvious deduction is that *every* sales manager, every business executive who realizes the vitally important part which efficient correspondence methods play in the modern commercial world, should have a copy of **BETTER LETTERS**. The price is only \$1.50 postpaid. Send your order today to the publishers,

**ACADEMY PRESS, Box 378, WYOMING, N. Y.**

The miniature newspaper on the back page brings a salesman information which he can pass on to his customers as well as selling ideas for his own use.



The illustrated editorials on the first page will be written by J. C. Aspley, editor of SALES MANAGEMENT and other authorities. Their object is to make salesmen THINK about themselves and about their work.

# The New Dartnell Bulletin for Salesmen

Three Big Sales-Making Features—Two Colors—Four Pages

**T**O get salesmen to THINK about their work and put forth greater effort, tell them how other salesmen are succeeding. Give them the facts and figures. The Dartnell News-Bulletin has been effectively doing this for six years. It has grown from a crudely mimeographed sheet in 1917 to a miniature four-page newspaper in 1922. More than 2,000 concerns send it to 20,000 salesmen. Now it is being given an entire change of dress and radically improved.

**1 Prize Sales Ideas:** Four prize-winning plans which your salesmen can use to increase sales and overcome common objections will be published each week with the name of prize winner and a short account of who he is. Your salesmen are eligible to compete for these prizes. By so doing they will THINK about their work, and read each issue with care and thought.

**2 Miniature Newspaper:** The back page of the bulletin will be arranged with a four-column newspaper printed on it, making the bulletin complete and ready to mail out to your salesmen, or it will be furnished with heading only and the balance blank so that you can write a personal message over your own signature, or use it for printing in the weekly quota standings.

**3 Better Salesmanship Editorial:** The front or first page will carry a strikingly illustrated editorial by the editor of SALES MANAGEMENT or some other authority on selling. These editorials will be based on news matters of current interest and will serve to awaken salesmen to their opportunities and develop latent mental capacity.

The Bulletins are also furnished with one page blank for your personal message.

The bulletin is four-letter size—8½x11—folded.



# 200 Prizes for Ideas That Will Help Your Salesmen

**A**n important feature in the New Dartnell Bulletin will be the publication every week of four prize-winning plans used by notably successful salesmen to overcome objections and difficulties common to all salesmen.

The Dartnell Corporation is in constant communication with thousands of sales managers and salesmen. These men have ideas stowed away in the back of their heads, some of which may be of great help to your salesmen. By sending them these ideas and plans it will stimulate them to THINK. The nation-wide prize contest we are conducting will draw out this information and we will pass the cream of it on to your salesmen through the weekly bulletin.

## Four Prize-Winning Letters Every Week

There will be fifty-two prizes of \$40 each, and one hundred and fifty prizes ranging from \$15 to \$5 offered for letters containing selling ideas of practical help to salesmen in all lines of business. Prizes will be awarded every week.

Any sales manager or salesman may compete for these prizes, but the prize-winning letters will be published exclusively in the Dartnell Bulletin for Salesmen, which is sold only in connection with the regular Dartnell Sales Service.

## Fifty-Two Illustrated Selling Talks

By the Editor of SALES MANAGEMENT

Each editorial will be based on news of current interest, and will be written with the object in mind of making a salesman realize his short-comings and awaken in him the desire to grow.

The editorials will not preach. They will be written in a human, man-to-man style on much the same order as the editorials which appear in SALES MANAGEMENT every month, only they will deal specifically with man development and the strengthening of success qualities.

### The Man Who Wants to Be "It"

A talk on the danger of over-selling one's self instead of the product.

### Making Every Day Support Itself

Developing the thought of a daily task and seeing it through.

### The Special Concession Salesman

Showing the reaction that always follows in the wake of the man who puts the customer's interest first.

### Every Man is a Born Salesman

In which we remind salesmen that thoughtfulness, courtesy and good humor are his most valuable assets.

Each editorial will be illustrated with a striking two-colored illustration, so that even the salesman who only looks at pictures will get an "impression" when he opens the bulletin.

Each bulletin acts as a mental jab, eventually undermining his self-complacency and awakening the desire to greater accomplishment. By means of these impersonal weekly messages it is possible to "get over" to your salesmen many thoughts of the kind which are delicate and even dangerous to handle.

## How to Obtain These Bulletins for Your Men

*These New Dartnell Bulletins will be sold only as a part of the Dartnell Monthly Sales Service. This service includes, besides the weekly bulletins, a bi-weekly report on some important phase of sales management and a bi-weekly assortment of sales data for reference filing. The cost of the complete service is \$6.00 a month, plus 25c a month per salesman for whom you wish additional bulletins, either with the miniature newspaper on the back page or blank for your own message*

## THE DARTNELL CORPORATION, Publishers

1801 Leland Ave., Chicago

342 Madison Ave., New York

## A Few of Nearly Two Thousand Concerns Who Send These Bulletins to Salesmen

MARCHANT CALCULATING MACH. CO.  
SUN-MAID RAISIN GROWERS  
CHARLES R. HADLEY CO.  
PHOENIX MUTUAL LIFE INS. CO.  
INDEX VISIBLE, INC.  
THE TORRINGTON COMPANY  
RICHMOND HOSIERY MILLS  
BANKERS SUPPLY CO.  
BRUNSWICK-BALKE-COLLENDER CO.  
BUNTE BROTHERS  
CHICAGO PAPER COMPANY  
EDISON ELECTRIC APPLIANCE CO.  
FITZPATRICK BROS.  
FULLER-MORRISON CO.  
JOINTLESS FIRE BRICK CO.  
KELLOGG SWITCHBOARD & SPLY. CO.  
JAMES S. KIRK & CO.  
NATIONAL X-RAY REFLECTOR CO.  
W. A. SHAEFFER PEN CO.  
SHERER-GILLET CO.  
VICTOR X-RAY CORP.  
KEYSTONE STEEL & WIRE CO.  
NATIONAL MANUFACTURING CO.  
BURLINGTON BASKET COMPANY  
THE CURTIS COMPANIES  
ROLLINS HOSIERY MILLS  
STATE BOND & MORTGAGE CO.  
JOHN MORRELL & CO.  
AMERICAN GLUE CO.  
BOSTON WOVEN HOSE & RUB. CO.  
LIBERTY MUTUAL INS. CO.  
RUSSIA CEMENT CO.  
WINSHIP, BOIT CO.  
BAKER-VAWTER CO.  
AMERICAN BLOWER CO.  
JOHN J. BAGLEY CO.  
BERRY BROTHERS  
SHAUGHNESSY KNITTING MILLS  
G. SOMMERS & CO.  
AMERICAN SCRUBBING EQUIP. CO.  
BALDWIN PIANO COMPANY  
MURPHY DOOR BED CO.  
DOLD PACKING CO.  
F. M. HOYT SHOE CO.  
A. P. W. PAPER CO.  
N. Y. & BROOKLYN CASKET CO.  
CARY SAFE CO.  
CLAWSON & WILSON CO.  
CHENEY BROTHERS  
EMPIRE CARPET CO.  
INDIAN REFINING CO.  
NATIONAL LEAD CO.  
AMERICAN OIL PUMP & TANK CO.  
WM. S. MERRELL CHEMICAL CO.  
NORTH AMERICAN FIBRE PROD.  
VAN DORN IRON WKS.  
GREEN & GREEN CO.  
WAGNER MANUFACTURING CO.  
GLOBE AUTOMATIC SPRINKLER  
J. E. RHOADS & SONS  
ALLING & CORY CO.  
DENNEY TAG COMPANY  
BUSTER BROWN HOSIERY MILLS  
UTAH POWER & LIGHT CO.  
KOEHRING COMPANY  
PALMOLIVE COMPANY  
PLANKINTON PACKING CO.



For the second consecutive year, the LOS ANGELES TIMES has printed more advertising than any other newspaper on earth.

## 1922 Honor Roll

—The newspapers carrying the most advertising in their respective cities for 1922, with volume in agate lines.\*

LOS ANGELES TIMES.....	26,795,244
Chicago Tribune .....	26,213,757
Detroit News .....	25,701,255
New York Times.....	24,141,116
Baltimore Sun .....	22,985,326
Pittsburgh Press.....	21,995,638
Washington Star .....	21,659,650
St. Louis Post-Dispatch.....	19,881,120
Columbus Dispatch .....	19,582,553
Philadelphia Inquirer .....	18,211,200
San Francisco Examiner.....	16,906,694
Indianapolis News .....	16,400,198
Milwaukee Journal .....	16,266,970
New Orleans Times-Picayune.....	15,454,043
Oakland Tribune .....	14,650,650
Minneapolis Journal .....	14,264,769
Portland Oregonian .....	14,505,260
Cincinnati Times-Star .....	12,650,508
Seattle Times .....	12,488,728
Buffalo News .....	12,406,521
St. Paul Pioneer Press-Dispatch.....	12,327,364
Houston Chronicle .....	12,073,782
Omaha World-Herald .....	11,261,257
Louisville Courier-Journal .....	9,079,771

\*—Where newspapers publish both morning and evening editions, they are credited with whichever edition carried the most advertising.

# Los Angeles Times

Eastern Representatives: Williams, Lawrence & Cresmer Co.,  
Harris Trust Bldg., Chicago—225 Fifth Avenue, New York

tisers. This for the benefit of the advertisers as well as the publishers and the agencies.

The difficulty of this whole A. N. A. situation is that this organization has gone out of its way to maliciously and viciously attack advertising agencies. They have not and they apparently do not want to arrive at a fair balance between the real values of agency service and the deficiencies of agency service.

This Association sent out a series of bulletins to their own members last year—perhaps a dozen bulletins—purporting to be a fair investigation among its own membership as to what they got out of agency service. If you read that series of bulletins, you must have been forced to the conclusion that underlying the whole series was a manifest, definite propaganda to break down the agency system.

Many of the questions asked their members were fair questions that no honest agency would object to having answered by anyone. But the way the answers and the facts were twisted and the animus creeping out on every page was so apparent, it would seem that any fair-minded man would realize that this was all one-sided propaganda.

I have a suspicion that if the membership of the A. N. A. were checked up it would be found that their own members have been as guilty as anybody else in moving accounts from one agency to another, thereby preventing the agencies involved from devoting more of their constructive effort to the development of new advertisers.

A Chicago agent, who has as an individual contributed more to the advancement of advertising than any other man to my knowledge, objects to our referring to the "flaws" in the present method of compensation but thinks that the editorial—

Is practical and fair to all concerned.

When the Association of National Advertisers selects 1920 and 1921 as years in which to figure the number of new accounts, they show a very sly sense of humor. You can best judge this by looking at the lineage of newspapers and magazines the last half of 1920 and the first half of 1921. The big thing about the advertising agency business was that they did not all bust in 1920 and 1921 like the art shops and some publications did.

You say that SALES MANAGEMENT holds no brief for the advertising agent. I do not see why you have to condemn the advertising agency in order to get across your point.

The advertising agency sells and serves, collects, etc., for a price which commands infinitely less than any other line of business that I have looked into.

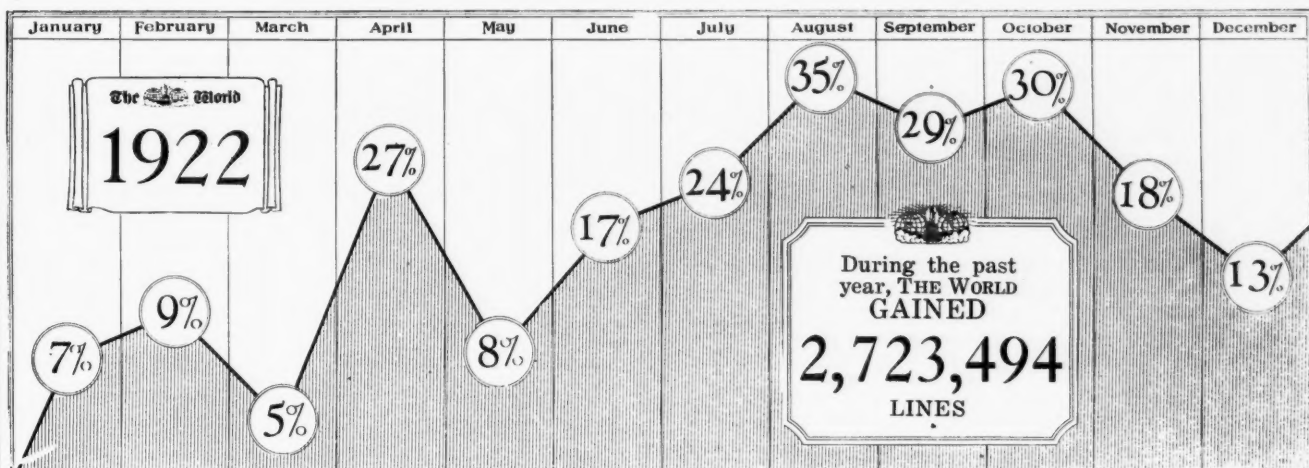
Furthermore, just between you and me, the man who objects to the advertising agency compensation seems to figure that all accounts are full fledged and mature, and that all accounts are sold the first time they are solicited. Your own experience tells you that it takes the average salesman in the advertising agency business three years to make good. This is simply another way of saying that it takes an advertising agency three years to produce volume of business, or that it takes, on the average, three years to get an account. There are exceptions to this; but, on the average, the sales department of an advertising agency, as you know from experience, has a long, long pull.

Therefore, when people tell me that the advertising agency handling an account is serving the advertiser and not the publisher, I have to think back to the three years when the publisher was served before the advertising agency got the account.

As the case now stands, the advertising agency operates on a commission basis and has sufficient faith in its own work and the results it can give, and in the future of advertising, to finance its trade promotion department. Do you know of any publishers who would be willing to finance in ad-

(Continued on page 369)





NEW YORK

## First in Gain!

**T**HE YEAR 1922 finds THE WORLD in practical domination of the greatest area of retail sales in America, so far as the growth of its advertising indicates its usefulness to the merchants of Greater New York.

Carrying a total lineage of 17,244,090 THE WORLD closed the year with a gain of 2,723,496 lines, an increase of approximately 19% over advertising carried during 1921. This increase is more than 233,000 lines in excess of the gain registered during the year by THE WORLD's nearest competitor.

In the matter of individual transactions alone, an infallible test of a newspaper's contact with its public, THE WORLD set an enviable record, as the following table giving the number of separate advertisements run during the year will attest:

### Separate Advertisements in 1922

Advertisements Carried	The World's Lead
The World .....	1,712,181
The Times .....	1,115,366
The Herald .....	431,695
The American .....	281,570
The Tribune .....	133,308
	596,815
	1,280,486
	1,430,611
	1,578,873

And during the year, THE WORLD increased its own lead over 1921 by printing 249,140 more advertisements, a sizable advertising business in itself. It is

an achievement of no little importance to have served as the trusted intermediary in 1,712,181 separate transactions, each based upon belief in the ability of THE WORLD's columns to produce results.

In the matter of gains in advertising lineage, the leadership of THE WORLD is even more apparent, as the following year-end comparison indicates:

	Columns Gained	Columns Lost	The World's Advantage
The World .....	9,726.75	.....	.....
The Times .....	8,410.75	.....	1,316 columns
The American .....	3,058.75	.....	6,668 columns
The Tribune .....	.....	421.25	10,148 columns
The Herald .....	.....	511.25	10,238 columns

This gain in lineage came as the climax of a period during which, for eight consecutive months, THE WORLD out-distanced the fourteen newspapers of New York in advertising increases.

That it is indicative of a concerted move on the part of far-sighted advertisers to take full advantage of the highly concentrated service offered by THE WORLD and THE EVENING WORLD is further borne out by a gain of 53,410 lines registered by the latter paper in the month of December alone.

By every standard of comparison common to advertising practice, these two newspapers offer the advertiser a value, per dollar expended, unapproachable for effectiveness in the most conspicuously active market in the country.



Mallers Building  
CHICAGO  
Market and Third Streets  
SAN FRANCISCO

Pulitzer Building  
NEW YORK  
Title Insurance Building  
LOS ANGELES

Ford Building  
DETROIT  
Securities Building  
SEATTLE



# EDITORIAL

## Is There a Need for a National Association of Sales Managers?

Five years ago SALES MANAGEMENT suggested that the several sales managers' clubs then in existence might get together and form some sort of a national organization. For several months the matter was discussed, pro and con, by our readers—the consensus of opinion being that nothing enduring could be accomplished in the way of a national organization unless some issue of sufficient urgency demanded the formation of such a body. Since then several attempts have been made by individual clubs to arrange for a national convention without success. We believe that a storm is gathering on the business horizon, which seriously threatens the very existence of sales management, and which can only be met by concerted action on the part of sales managers in all lines of business. We refer to the steadily increasing cost of distribution.

We have talked so much about the necessity of bringing down distribution costs, that it is undoubtedly becoming "old stuff" to many of our readers who think our fears are visionary, and our warning for the other fellow. But it is not a problem of this or that line of business—it is a problem of business as a whole. We are all dependent on each other. That was demonstrated during the recent depression. When we predicted in January, 1920, that a period of business depression would set in about fall, a heating manufacturer told us we were crazy—how could the heating business suffer a depression when millions and millions of dollars worth of building was waiting to go over the dam? But he thought differently a few months later when the banks shut down on building loans.

If selling costs are allowed to continue at their present dizzy heights, and if sales managers are indifferent as to how much higher they climb, no one can predict what will happen. One not improbable result will be state and national legislation designed to curtail competition—bolshevism in a mild form. The government has already taken a step in that direction by establishing a Bureau of Home Economics. Another probable result will be a wave of factory-to-consumer marketing such as is contemplated by the national sales agency of the dairymen commented upon elsewhere in this issue. Still another probability would be the banding together of consumers such as happened on the Continent during the period of soaring prices, particularly in Italy; these societies operating and controlling their own manufacturing and distributing machinery. The wide-spread elimination of middlemen, after the

fashion of what the Sweet-Orr Company is doing, and selling direct to groups of consumers is still another probability; and, of course, the rapid growth of the chain-store and the mail order house, with the gradual decay of existing retail distributing machinery, would be inevitable.

Cutting the cost of distribution is a real problem—the biggest, most acute problem confronting the sales manager today. Talking about it will not do any good. We have reached the stage where action, not conversation, is needed and needed quickly. Could a national association of sales managers, built up around the clubs already in existence, help to bring this problem home to sales managers and influence them to DO SOMETHING?

—o—

## High Prices That Kill Profits

Dispatches from the East bring news of a twenty per cent price boost by The American Woolen Company. It is not for us to criticize the judgment of Mr. Wood and his associates, but we cannot refrain from hoping that the upward movement in prices will not spread. Not only will price-boosting imperil business prosperity, but it will ultimately react on the price-booster. This is no time to raise prices—it is no time to raise wages. What business needs at this moment is a far-sighted sales policy, and a sales policy which sets out to create a run-away price market is neither far-sighted nor prudent. In this connection the views of Henry Ford are interesting. In an interview in the current issue of Hearst's *International* he says:

"Too high a price kills many a profit. The great art of price-fixing is to hit the figure that will bring out the maximum demand, drive to the minimum the cost of production and still show a margin. If the margin is too large it is a sure sign that the price is still too high. I have cut the price of my car from the first, and during the last year have cut it four times. I have also cut the price of the tractor, again and again. I remember that when I cut the price of the car a year ago, one of our men told me that the price I had decided upon was below cost. 'Just for that,' I said, 'I will take off ten dollars more'—and I did; and I have cut the price two or three times since. If I hadn't cut prices as I did, a relatively small factory would have been large enough for us yet. Before I get through, I intend to make automobiles, trucks and tractors so cheaply that people will come and take them away." Too often, in fixing prices, we concern ourselves too much with the profit per sale and too little with the profit per year.



# COMMENT



## **A Sales Manager Is As Big As His Organization**

Recently a sales manager in charge of thirty men complained that he couldn't get his men to remain in the office Saturday afternoons for an hour's sales meeting. This same man said that he had hired about forty salesmen in 1922 to maintain a staff of thirty producers. His is a more or less staple line, well and enviably known in his territory.

Last night the writer boarded a Pullman in New Orleans. There was an ample supply of clean linen, matches in the holder in the smoking compartment, ice water, hot water, liquid soap, telegraph blanks, a hotel guide, and timetables, all in the places provided for them. The drinking-cup holder was plentifully supplied, and more than fifty electric light globes were ready to shed instant light when wanted.

We reflected that the same procedure was happening in the same well-organized manner in Duluth, Portland—at each coast, and a thousand places in between. Yet the Pullman offices in Chicago were, at that hour, closed and the officials were perhaps at their clubs, the opera or at home at dinner. Organization is the answer. Somebody did the thinking for the flunkies who performed the menial task of preparing several thousand cars for their trips. Somebody bought the supplies, dispatched them to the proper points, and organized the army of workers to handle them. All the detail work being done, perhaps, by minds that would be unable to grasp the problems of selling the line handled by the sales manager we mentioned in the first paragraph.

Frankly, we have little sympathy for the sales manager who says that his men will not read sales manuals, send in reports, render correct expense accounts, or attend sales meetings in the right spirit. That sales manager has no organization. He may have some good salesmen, who no doubt are selling goods, but regardless of this fact he is not running the sales force—it is running him.

## **Flouting War Salaries in the Face of the Prospective Employer**

A few months back a concern advertised in SALES MANAGEMENT for a branch manager. Out of nearly one hundred applications for the position, forty came from men who had held sales manager's positions during the boom. The advertisement asked the applicant to mention salary expected. Each of the forty sales managers evaded this request, by stating that they had earned a certain sum during the war, which in nearly every case was much larger than the position would pay to start.

No doubt these men thought that the fact they had held a sales manager's position and had earned big money would be a point in their favor. They possibly figured that the concern would jump at the chance to get a sales manager at a branch manager's salary. But they were mistaken—the position went to a young man who had never made any "easy" money, who thought he was getting the most wonderful job in the world and who was tickled pink with the salary.

Perhaps this concern made a mistake in passing up these forty sales managers. But who will say that they were not right in picking a man whose future was ahead of him; who was willing to run errands if necessary to make good, and who wouldn't feel that he was doing his employer a favor by working for him at a reduced salary. It is not a pleasant thing to write, but it is a fact, that employers are leary of "war brides." They begin to back off when an applicant for a salesman's position begins to tell about the big jobs he used to hold, and the big money he used to earn. How long will he be satisfied with a smaller salary? And how long will he be satisfied to be a salesman? When luxury gets into the blood, it's mighty hard to get it out.

—o—

## **Has the Merchandise Manager Outlived His Usefulness?**

A muslin underwear salesman, just back from a swing through the large centers of the West, is impressed by the fact that in a great many of the department stores the merchandise man is either having his wings clipped or is being dispensed with entirely. If this is true, and the salesman supports his statement with a most impressive array of facts, it is significant of two things—first, that the management of our big stores feels that the trying conditions of the past few years have settled down to a more stable basis; and second, that department stores are fast abandoning their policy of hand-to-mouth buying and loading their counters with bankrupt stocks.

This last condition is particularly interesting to the maker of standard quality merchandise. It means that the big buyers, who, for the last two years, have turned a deaf ear to the salesman who talked quality, considering only the price, have learned their lesson. One by one they have been brought to realize that a business built on price soon reaches a point of diminishing growth. The cost of constantly having to attract new customers eats big holes into the profits. They want merchandise that will bring the customer back; that will make him favorably remember the store long after the price is forgotten.

## "SELL IT BY ADVERTISING"

T. M. O. A.

— — write us  
today for our  
ideas about  
giving you the  
Utmost in  
Advertising



151 West 42nd Street  
Bryant 4853  
New York City

## CUT YOUR SELLING COST

By using letters, folders, booklets, house magazines, to get orders, or make it easier for salesmen to get them.

**Postage Business Magazine Monthly** is devoted exclusively to Direct Mail Advertising and Selling. Every number is full of modern selling ideas.

**Postage Magazine** is owned, edited and published by John H. Wright, employed as General Sales Manager by several successful New York corporations.

Send 50c for current number or \$1.00 for 6 months' trial subscription.

Address

**Postage Business Magazine**  
(Dept., S. M.)  
18 East 18th St., New York

(In one year, POSTAGE received over one thousand unsolicited testimonials from Sales Executives)

## Sales Managers Who Hung On and Won

(Continued from page 292)

first tribute to the wife who came with me out of the advertising world and who, through several years of observance prior to our marriage, knew like a book the moods of a sensitive nature and whose always active encouragement, good advice, with words of ready sympathy in season, tided me over many a moment of struggle. Perhaps this is true in the experiences of many a man, yet oftentimes we are inclined to pay our first tribute to those mighty in the business world who have given us a helping hand.

"On my desk, always at hand, is a copy of Bruce Barton's volume of essays, 'It's a Good Old World.' In that volume Mr. Barton has an essay entitled, 'The Finest Investment You Can Make Is to Help the Right Young Man Find the Right Job.' Mr. Barton ends this essay (I think I can quote it) with the following thoughts:

"The business world is full of kindly, big-visioned men who have given time and thought, not merely to guiding their own sons' careers, but also to setting the feet of other men's sons on the path of success.

"There can be no more satisfactory employment. No man could have a finer epitaph than this: 'He was the friend and helper of young men.'

"Organizations fail, stocks prove worthless, the most carefully made investments too often leak away. But a young life fitted into its proper place in the world is an investment whose power goes on through the years, and even into eternity.

"Blessed is the man who has found his work," said Carlyle.

"And thrice blessed is the man who helped that man to find it."

"As I look back on my career there were two moments of tense discouragement when kindly superiors by the right analysis of my ability and the right word of encouragement helped me to find my place in the business world.

"Shortly after my college days I found myself city salesman for one of America's best office equipment houses. My work while conscientiously done was mediocre and I knew it was far from successful. Continued earnest, persistent effort did not seem to bring about an improvement. Finally one day I approached the sales manager. I said to him, 'How does my work impress you? What do you believe is my future in this outside sales field?'

"With a kindly smile he replied, 'You can stay with us just as long as you want to stay at the present salary.' And he went on, 'Now don't think that I am unkind in that remark. I have been watching your work very closely. I know that you are earnest and doing your best, but I believe that you are in the wrong berth.' Then he added, 'You ought to be in a business where you write about things. There isn't a salesman on our staff that can write a better letter, but we do not sell goods by mail.' Then he went on to tell me about

friends of his who were doing well in the mail order field. He spoke of a man he knew who had been making a splendid income simply selling collars by mail. At that time there was born in me the desire to find my place where talents which were so evident to this man could be rightly utilized.

"It was a few years after, however, that I found myself in one of the greatest eastern mail order houses. The work I was on, however, offered me no opportunity to write. The job was a technical advertising job, the handling of plates, proofs, records, etc.

"And then that big incident of my life happened.

"The advertising director of that company, a man whom I little guessed had spent even a moment in the analysis of my ability, stepped out from his sanctum one day, touched me on the shoulder and beckoned me into his office.

"There is a big circular to be written for this house," said he, 'I am having several outside advertising people at work submitting copy for it. Just now, while I was sitting at my desk it occurred to me that you were the man who could write that circular.' No! I didn't step heroically to the front and say, 'I am the boy that can do it!' I remember that I sputtered and protested that his faith in me was too deep and without justification.

### The Man Who Has Found His Work

"Once more came the same kindly smile and the same nod of the head.

"Yes, said he, 'you are the one that can do it. Take it home tonight and see what you can do with it.'

"How I worked and toiled over that piece of copy and with fear and trembling I finally submitted it!

"And then the biggest thing that had come into my business life happened. Several days later I was summoned to the office of the president.

"It was the president, too, who told me the results of my work, while the big advertising man, as big in spirit as he was in size, stood by as pleased as I was. And this was what the president said:

"This circular you have written for us is one of the finest that we have ever had. You will move from your present desk and take immediate charge of the production of our catalog.'

"That was how I found my niche in the advertising field, a niche, by the way, I have never vacated, though my progress has been steadily going forward and to my complete satisfaction. It was the turning point in my career since it gave me my vocation in a field that has unlimited possibilities.

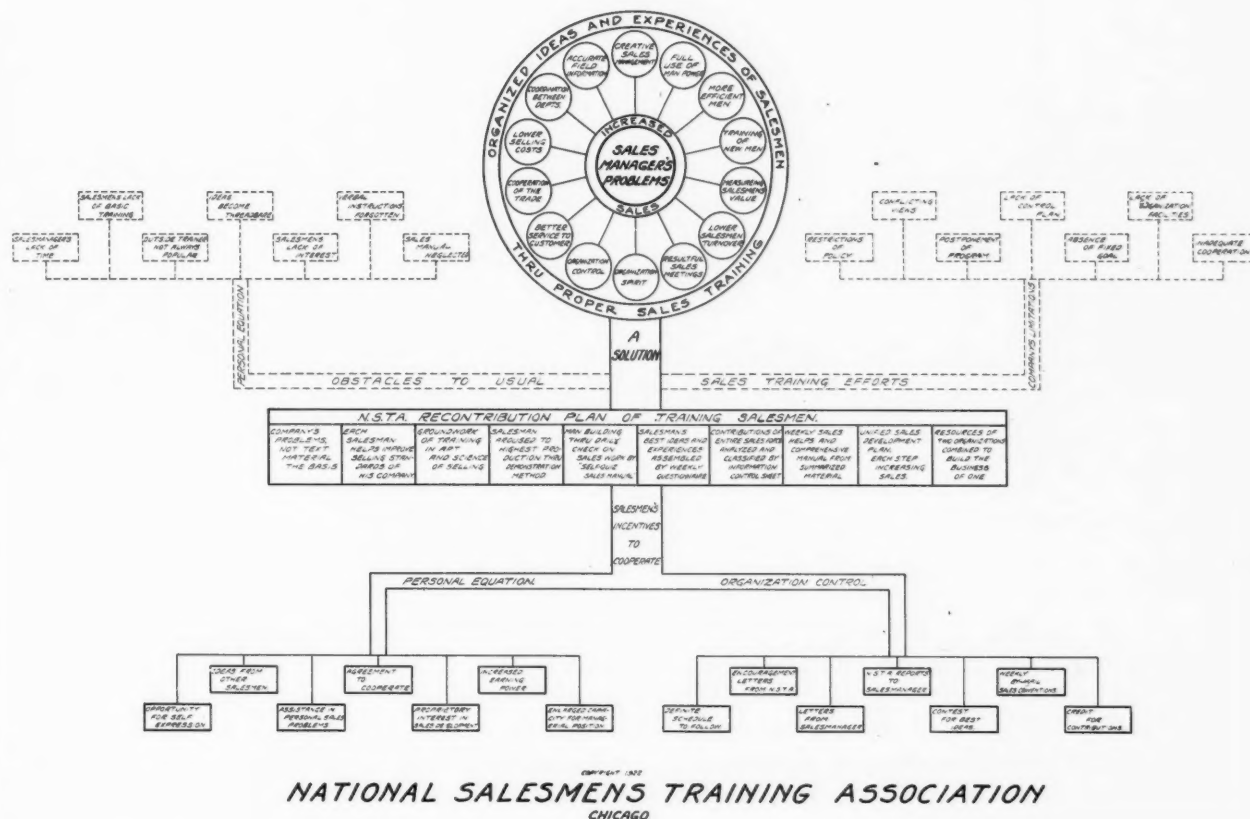
"As I look back on it, all I can say of my advertising chief in the days of 1909 is as Mr. Barton quotes Carlyle:

"Blessed is the man who has found his work."

"And thrice blessed is the man who helped that man to find it."



## N.S.T.A. PROGRAM OF INSTITUTIONAL SERVICE



# Taking Resistance Out of Selling

The N. S. T. A. Re-Contribution Plan of training salesmen is a method which appropriates in sales management the sound engineering principles of Three-Point Suspension represented in the anchored basis and compensating point by your company, your Sales Unit and the National Salesmen's Training Association.

In this plan cooperation is made willing and positive through its appeal to the human element.

Its psychological tie-up is of the practical kind and its business building principles bring definite results with a larger **Dollar Sign** to your company and to your men alike.

The N. S. T. A. plan of automatically gathering the best

selling material in terms of your particular merchandising problems is collected daily from the proven experiences of your salesmen as developed in their actual sale contacts.

What would it mean to you, Mr. Salesmanager, to have a comprehensive **Information Control Sheet** together with a summarized report covering the entire selling activities of your organization and based upon the timely experiences of your men, placed on your desk for weekly survey, selected distribution, and re-use?

The N. S. T. A. have installations in some of the most representative institutions in the country and are prepared to furnish you with supporting in-

formation and an opportunity to measure its service in its complete fitness to your own problems.

### Mail Coupon for Chart & Synopsis

A large blue print of the Chart A, which appears at the head of this communication together with a similar print of Chart B and a complete Summary of the N. S. T. A. Re-Contribution Plan of Training Salesmen, will be furnished without obligation upon request.

### National Salesmen's Training Association

53 West Jackson Blvd., Chicago, Ill.

NAT'L SALESMEN'S TRAINING ASS'N.,  
53 W. Jackson Blvd.,  
Chicago, Illinois.

Without obligation, you can send me your chart and synopsis of your Re-Contribution Plan.

Name.....  
Position.....  
Company.....  
Address.....  
No. of Salesmen.....

## Without Obligation

You may have one of our Specimen Letterhead Folders, if requested on your business letterhead.

It carries exact reprints of business stationery which other concerns are using to create prestige for their correspondence.

Users of 5,000 or more letterheads will find this especially interesting.

Get your free copy before ordering new letterheads.

**Higgins & Gollmar**  
Incorporated  
Lithographed Paper Products  
30-38 Ferry Street  
New York, N. Y.



ATLAS EDUCATIONAL FILM CO.

## Does It Ever Pay to Sell Below Cost?

Section from the new Shaw book, "Applied Business Finance" by Edmond Earle Lincoln, M.A., Ph. D.

**O**BVIOUSLY, no concern can for any length of time sell below cost and maintain its economic existence. However, there are always some producers who sell goods below cost. Some companies make a practice of always selling certain articles at a price which is insufficient to cover the expenses of production. At times it may even be highly advantageous to sell below "cost," as the term is ordinarily understood. Some of the circumstances under which goods may be sold at a loss are as follows:

1. The producer may not know his actual cost of production. As a result of his eagerness to do business and sell a large quantity of goods, he may rapidly use up his capital without realizing his predicament until he fails. A surprisingly large proportion of all business is at some time or another in this class. It is a malady particularly common to the newly launched enterprise. Even in the prosperous year of 1919, 110,564 corporations sold their goods or service at a loss. Probably many times this number of unincorporated enterprises were guilty of the same practice, and doubtless few of them were aware until their income tax returns were prepared that they were actually operating at a deficit.

2. When new capital can be readily secured from a too credulous public, it sometimes happens that concerns continue for years to sell their product at a loss. This has undoubtedly happened in the case of many of the metal mines, which are always "on the verge of making big profits."

3. Again, goods may be sold below cost as a result of cut-throat competi-

tion. This practice has been from time to time followed by powerful organizations with a view to crushing competitors. Millions of dollars have been lost in price-cutting campaigns of this sort, the ultimate result of which is usually an era of higher prices when competition has temporarily ceased.

4. Goods may be sold at a loss with a view to developing prospective good-will. It would obviously be impossible for certain types of newly launched enterprises immediately to make a profit on the goods sold. They must wait until a sufficient volume is secured, and it would frequently be impossible to obtain this volume unless prices were kept at the point which will be ultimately profitable, but which at present makes it necessary for the producer to incur a loss. This policy may be a very necessary and wholly desirable one, provided the seller knows definitely what he is doing and can see clearly when and how profits will ultimately be made.

5. Some companies, again, consciously and purposely, sell certain minor products at a loss with a view to retaining the good-will of their customers. The situation may result from a gradual curtailment of certain lines of goods so that they are no longer profitably produced. It may be due to influence which has been exerted by salesmen who wish to cater to the particular whims of their customers. It is possible that certain low-priced and non-profitable articles are used as "leaders" in order to facilitate the sale of other goods.

Probably all cases of this sort which result in sale below cost of production are conscious attempts to develop good-

Give  
Your Salesmen

### TANGIBLE PROOF

Create confidence and clinch sales thru the use of "testimonial" letters received from pleased customers. Show "prestige" orders from big buyers to hard-shell prospects who want proof.

We make photographic copies of anything printed, written or drawn. Letters, contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set-ups.

Inexpensive—Accurate—Positive Proof  
Write for Sample and Prices

Nothing refires the enthusiasm of salesmen like praise made public.

**Ajax Photo-Print Company**  
35 West Adams Street  
Chicago  
Ill.



will. Each concern must be its own judge as to the wisdom of such a policy. Under such circumstances the losses incurred are regarded as a particular type of "advertising." As a rule, however, the policy is a dangerous one and can very easily grow beyond all bounds.

6. Frequently, retailers sell certain articles far below cost merely to serve as "leaders" to induce other purchases to be made. This happens particularly during special sales when a few first-class articles are distributed among inferior goods of the same sort in order to attract buyers. Another example is furnished by the "one-cent sales" occasionally put on by the Rexall Stores, that is, two articles are sold for the price of one plus one cent. Such sales, of course, usually have a high advertising value, and they lead to the buying of additional products. They are particularly advantageous when prices are falling and trade is dull. They are best suited, however, to those retailers who control the source of supply of the particular goods, or who themselves manufacture the goods sold. They accomplish their results best when the very numerous array of articles not in the one-cent sale is carefully brought to the buyer's attention.

#### Price Based on Costs

7. Closely related to the foregoing is the policy sometimes followed of selling all articles of a given sort at a uniform price, notwithstanding wide differences in size. Makers of different articles of apparel, particularly, have followed this practice, as a result of which the very small sizes may be sold at a profit while the larger sizes may even be handled at some slight loss. The theory is that the price fixed will be sufficient to assure a profit on the average item sold. Some companies maintain that it is much more convenient to handle the matter of sizes in this way. Any such policy is generally wrong. It is, of course, "easier" to keep no cost records and to "guess" at the price. The only safe rule in cases of this sort is to let the price of each article cover its proper costs. When the chief cost of production is for material used, the "uniform" price policy will probably prove particularly unwise.

8. In the case of by-products the question is a mooted one, since it is sometimes very difficult to know what by-products actually cost. Some concerns, as previously mentioned, have even sold the main product below its true cost of production because of the very high returns which they have been able to gain on by-products. Such a policy is usually unwarranted. Also, in determining the price of by-products or joint products, the estimated separable expenses should at least be covered by the price received, and there should also be an allowance for material costs equal to that which would be received if the material were sold, or which would have to be paid if the goods were bought and devoted to similar uses.

9. It has sometimes been found profitable to sell goods at a loss in one market in order to hold the price higher in another market. Such instances are found only in international trade where tariff boundaries protect. It has been



## Rand McNally Map Systems Keep you in touch!

**T**HINK what it would mean to you to be in closer touch with all stages in the distribution and sales of your products! How often would your decisions in the present and your appraisal of the future be different—if you had in graphic form accurate information on these matters?

And you can have it—by using a RAND McNALLY Map System. You can check the routing of salesmen and the results of their calls. You can indicate the location and number of jobbers and retailers, prospects and undeveloped territory. You can record the results of advertising campaigns and the circulation of dealer helps. These are but some of the uses.

A RAND McNALLY Map System makes management more efficient. It cuts out expensive and time-consuming detail. It shows at a glance the desired information. A clerk can keep it up to the minute—it's that simple. It is inexpensive in initial cost and in cost of operation.

Each RAND McNALLY Map System is planned for the particular job it has to do. It is installed only after study of your requirements by our business map specialists. There is no obligation and no charge for this service.

Perhaps your business demands only a desk system, perhaps a complete wall system—or a combination of the two. We are ready to devise for you the map system that meets your needs exactly.

## RAND McNALLY & COMPANY Map Headquarters

Dept. P-15, 536 S. Clark Street, Chicago

Branches: New York . . Philadelphia . . Washington . . Boston . . Buffalo  
Pittsburgh . . Cleveland . . Detroit . . St. Louis . . San Francisco . . Los Angeles

### Write for "The World At Your Finger Tips"

This RAND McNALLY booklet explains in detail many different map systems which have been installed to meet specific requirements in some of the country's leading concerns in many different lines. "The World At Your Finger Tips" is full of suggestions which will be valuable in your own affairs. Write for it on your letterhead.



# Over 200% Increase in Sales in One Year

Recently a prospective client, who has since retained us, asked one of our clients for an expression of his opinion concerning our services. He replied as follows:

"In answer to your letter of December 27th, we are pleased to say that the services rendered to this company by Edward H. Schulze have been *most* satisfactory.

"We first came to them for advice and services in October, 1921. We felt the effects of their work during the month of November, 1921, our sales having been increased 54.5% on the October figures. Our total sales this year show an increase of 167.8% over the same period of time in 1921.

"Up to the present time, the December sales for 1922 show an increase of slightly over 200% on the December sales for 1921.

"Considering the results we have obtained following the Edward Schulze campaigns on our behalf, we cannot too highly recommend whatever services this specialist may have suggested to you."

If you want to successfully develop your sales and reduce your selling expense—write us today—now—while you think of it.

**EDWARD H. SCHULZE, Inc.**

38th Floor

Woolworth Building . New York City



argued that because of the increased economies resulting from larger scale production certain types of manufacturing concerns have found it advantageous to produce goods in excess of the demand of the home market and to "dump" the surplus on foreign markets at a price lower than the unit costs of the entire product. The alleged justification for this practice, which is by no means so common as is ordinarily supposed, lies in the fact that by increasing the volume produced, unit costs of operation are lowered, but if no more goods are put on the home market the selling price will remain at the original level.

10. It happens in certain lines of industry that production cannot readily be evenly distributed throughout the day or throughout the year. In such cases overhead expenses continue whether goods are being actually produced or not. It may, therefore, be profitable in order to keep the plant in operation to sell goods made in the "off peak" periods at a price which is only slightly higher than the prime costs, that is, the direct labor and material expenses which enter into specific products.

#### Pricing Seasonable Goods

The problem of seasonal goods is sometimes solved in this way to the benefit of all concerned. Also the practice is recognized and generally followed in the electric light and power business, in which special low rates are made to those who use current for power, or whose demand on the plant comes at a time when there is much excess capacity available. The power business and the "off peak" business of electric lighting plants is very frequently billed at a rate per kilowatt-hour which is lower than the average cost of production per kilowatt-hour for all current sold. Yet, inasmuch as the additional sales necessitate no increased plant investment and practically no additional operating expense except perhaps a little more fuel cost it is obviously to the advantage of the company to sell current under these circumstances at a rate which will net a slight profit over and above the low additional cost which must be incurred to render the service.

11. It is rather interesting to note further that there are circumstances under which by selling at a loss a company may reduce its losses. It is common knowledge that in order to "break even" many factories must operate to at least 60 per cent of their capacity. The actual profits very frequently cannot be made until the utilization of plant exceeds this ratio, the figures being used merely for purposes of illustration. This condition results from the fact that with a smaller volume of goods produced, the various supplementary costs, administration and office expenses, general supervision, depreciation, insurance, taxes, interest, and the like, are distributed over a much narrower number of units, thereby increasing the cost per unit. Even though the plant should practically cease operation, most of the expenses referred to would continue without abatement. It is obvious, therefore, that when a plant is being operated below the



"profit" capacity, the losses may be reduced by selling goods for little more than the actual "direct" costs of producing those goods. Any margin thus gained will help in defraying the expenses which must be met whether the plant is operated or not. Sometimes it may be wise, in view of this possibility, for a company to sell goods under cost in order to reduce the amount of its losses. Extreme caution, however, is necessary lest the customer be led to think that the unprofitable price is the "fair" price, which in more normal times he will expect to have continued.

12. In times of rapidly falling prices it is frequently the height of wisdom to sell for less than their cost goods already produced. Thus continued shrinkage of inventory values may be avoided and possible losses curtailed. Many a concern has been ruined during the past two years as the result of its failure to recognize this important principle. The rule should be not to wait until financial necessities arise, but to "take losses" at once when prices are dropping precipitately.

13. The actual or prospective drop in the demand for a certain line of goods may lead the seller to dispose of a portion of his inventory at a loss even in normal times. Such a policy may not only prevent a greater future loss, but may also serve to "unlock" working capital already tied up in slow-moving inventory. Similarly, whenever stocks become antiquated they should be "cleaned out," even at a sacrifice, in order to free the capital for other purposes. Profits can be made in business only when goods are sold and the investment is turned with reasonable rapidity.

14. Finally, goods are frequently sold at a loss because of the financial urgencies of the seller, irrespective of general business conditions. He may have "overstocked" himself even though his "line" of goods is perfectly satisfactory. In order to raise working capital to meet his current bills he may be forced to sell a portion of his stock at a loss either direct to the consumer or to other dealers. The final step in this direction is frequently a receivership sale, though some sellers have been able by taking a severe loss to avoid bankruptcy.

## No Action Yet on Mileage Books

Deliberations of the Interstate Commerce Commission on proposals to require railroads to sell interchangeable mileage tickets to travelers at a reduced rate have not been completed, according to a statement issued January 25th by Chairman Meyer. Sales of interchangeable mileage books by railroads was abolished under the railroad administration as a war measure, but under terms of a bill introduced at the last session by Senator Watson (Rep., Ind.) and enacted, the commission was directed to bring about a re-establishment of the system and to fix proper rates governing their sales.



## A Billion Dollar Market to Consider

This authoritative manual has been compiled in answer to the needs of the sales forces of our advertisers—those who already appreciate the immensity of the hotel market and are organizing their sales departments to serve this important field.

It gives complete information on how to sell to the country's fourth largest industry.

Based on data specially prepared by Horwath & Horwath, hotel accountants, the George A. Fuller Company, hotel builders, and other well-known leading authorities—members of HOTEL MANAGEMENT'S staff of Consultants.

R.D. Smith, West. Mgr.  
20 E. Erie St. Chicago

**HOTEL**  
MANAGEMENT

342 Madison Ave.  
New York City

Blanchard-Nichols-Coleman, Pacific Coast Representative

### Partial Contents

Revolutionary Changes in the Industry  
Classification of Hotels by Size  
Hotels in Leading Cities  
Annual Upkeep Purchases  
Annual Purchases for New Construction  
Hints on Reaching the Manager  
The Place of the Steward  
Reaching the Housekeeper  
The Influence of the Engineer  
The Influence of the Architect  
Hotel to Sell the Trade  
Developing a Hotel Sales Force  
Direct by Mail Sales  
The Manufacturer's Agent  
The Manufacturer's Salesman  
Advertising to Hotels  
Shows and Exhibitions  
Copy to Sell Hotels

## Mail this Coupon for Sample Copy to

Ahrens Publishing Co., Inc. (Nearest Office)

Name.....  
Company.....  
Address.....  
City..... State.....

## COMPLIMENTARY TO SALES EXECUTIVES

A set of high-grade lead pencils with YOUR NAME STAMPED IN GOLD sent with samples of Round Publicity Pencils showing our new Faragraphic Process, to introduce

## PENCIL ADVERTISING

The National Personal  
Appeal Medium

*A copy of "Pencil Advertising," just off the press, will be found interesting and instructive.*

**FARRAR-PRATT, Inc.**  
552 Seventh Avenue New York

NAME \_\_\_\_\_  
POSITION \_\_\_\_\_  
WITH \_\_\_\_\_  
ADDRESS \_\_\_\_\_

SM-2

## Well-Fed Salesmen and New Accounts

(Continued from page 298)

expenses). He is then guaranteed \$250 per month if he works every day, plus whatever his commissions amount to over \$250. This is his compensation for full time effort.

Salary is not paid for the time he is idle. If he stays home ten days, \$50 is deducted from the monthly commissions or salary if greater than commissions and of course he is not allowed the \$50 for traveling expenses.

He is not only "out" \$50, but a loss in commissions, for without question his commissions are greater when out working than when at home idle. This adjusted commission plan affords every possible inducement for salesmen to be out working, for there is no possibility of making as much money by staying home in order to save traveling expenses. When idle he loses his salary just the same as an employee in any other department. He is penalized for idleness and rewarded for industry.

Of course there will be objections to this plan from men who are now satisfied with the results of previous effort, but changed conditions make a change in previous methods necessary. This is as true in the sales department as in the manufacturing end of the business.

The plan suggested is simple and direct to the point. The salesman with good business judgment will realize that his own interest is at stake as well as the interests of the firm. This plan takes nothing from the conscientious worker, but penalizes the salesman who is not making the effort necessary for the welfare of the organization as a whole.

The figures given are used as an example, but are about right to accomplish the desired result. The commissions after all govern the final rate of compensation. The guaranteed salary should be low so as not to make the penalty too great while the salesmen are adjusting themselves to the new plan. The greater the guarantee the greater would be the penalty. The idea is not one of penalty but to help commission salesmen form new habits and the realization of possible loss of definite earnings due to idleness will help them to make the effort that must be expected.

Reasonable allowances, of course, should be made in case of sickness or unforeseen circumstances. The attitude should be one of simple justice and fairness—justice to the salesmen and justice for the firm.

### Third Best Solution to the Problem

By G. B. Laurent

Empire Carpet Co., New York City

**A**BOUT two years ago, we faced a problem exactly the same as the one your subscriber writes of in December SALES MANAGEMENT. The conditions were identical—rapid growth, territories assigned without much thought, men paid on commission out of which they paid expenses, etc.

When the slump came and far-distant territories bought more locally and a certain class of trade bought direct, now that they could get merchandise in sufficient quantities, it became necessary to concentrate and increase our business within a restricted area.

An analysis of sales showed that nearly every one of our salesmen sold during the year from 200 to 225 accounts out of a possible eight or nine hundred. They found it necessary to call upon an account that was buying fairly well, every so often, and followed the lines of least resistance in finally calling upon only those from which they were fairly sure to get an order.

Without being really conscious of the fact that they were really neglecting a large field, not only in the accounts they did not call upon, but because, while they realized the necessity of calling on a regular buyer about every three months, on the other hand, they did not believe they could call more often than that.

I put it up to one man on the basis of the number of accounts sold instead of the area covered and told him that while I was taking so much ground (area) away from him he would still have the same outlet by calling more often and

landing some of the other accounts in the same town, that he had not been calling upon and found no time to call upon before.

"A dealer doesn't stop buying, between your calls—you can tell that yourself by figuring the business he does—he simply buys from someone else, when you're not on the ground, and by selling two hundred accounts in half of the state instead of the same number in the whole of the state the only losers are the railroads and the fare they lose you gain."

While somewhat skeptical, he agreed to accept a cut of one-half the territory if we would turn back the other half, if it didn't work out, at the end of several months. At the end of the allotted time he had done more business than before and instead of resuming the old territory, we again cut in half with equally successful results.

Using my United States map and the outline of his territory as an illustration, when re-arranging the other territories, I'd always start out with, "Here's our largest producer; month in and month out (which was a fact); look at the size of his territory compared with yours. Which would you rather do, cover three states and get home once every three months or half a state, get the same volume of business, and see the wife and kids very week-end," and then talk on the basis of accounts to be sold rather than ground covered.

There was soon only one answer and we now have three men in the area where before we had one.



## Plan No. 4 for Following Up Inquiries

(Continued from page 317)

there is anything about our product that we have not made clear, please tell us.

"May I thank you for your kindness and trust to have the pleasure of some day presenting my appreciation in a personal hand-clasp?"

The second letter of the president was merely a request that a copy of first letter, which was enclosed, be read.

The fourth and fifth letters were mailed at ten-day intervals and came direct from sales manager.

The sixth letter came from general manager, ten days after No. 5.

The seventh and eighth letters came from the vice-president's office at two-week intervals.

The entire series were mailed inside of seventy days. It wasn't merely the phraseology of the letters but the speed with which they were mailed, the injecting of a new personality in the various letters, the fact that they did not appear to follow-up but rather to give the prospect different viewpoints from the minds of different men. Where an old-time follow-up, written by the same individual, would have annoyed the prospect, coming at such short intervals, by changing the personality and having the sales department, then the sales manager, then factory manager, then general manager and then vice-president all appear to be interested in the prospective customer, the quick follow-up did not appear too persistent or annoying: on the contrary it made the prospect feel that here was a live organization that cared enough about his business to show service before they got the order—not merely afterward.

Of course such a plan is good only for the firm anxious to get as much good, profitable business as possible. To the firm who meets price cutting with price cutting such a plan would be a waste of money for, as previously stated, it takes no selling ability to get orders on which there is little profit.

### FIRM No. 2

This firm had the most efficient follow-up I have ever seen. The first letter was attached to a catalog so both arrived under one cover, the letter bearing first class postage and the catalog the usual third class rate. The letter was brief and was aimed solely to get prospect to read catalog. It ran something like this:

"Here is the catalog you requested us to send you as outlined in our advertisement in SALES MANAGEMENT entitled, 'Reducing Your Selling Costs.'"

"Turn to page 5—and be sure not to miss page 16. The testimonial letters shown on page 22 are the best proof of the merit of our proposition.

"Take a few minutes and look over the catalog now. It's worth while."

The second letter, mailed the next day, used the P. S. plan shown in the November issue of SALES MANAGEMENT.

The third letter, mailed five days later, came from factory manager as shown in the January issue of SALES MANAGEMENT.



# What—?

"What" the quality of an article is, determines its market. The manufacturer is vitally concerned in making his product the best in its particular field.

# Why—?

"Why" the article is a good one—and "why" the public should buy it—is the story that is told most convincingly by the advertising man. His sales-creating interest is aided by the "What."

# Where?

"Where" the product is sold, too often is neglected by the manufacturer. Your sign—which is your mark of quality and tells the story of "What" and "Why"—when placed permanently on the dealer's store window, shows "where" the purchase can actually be made.

## "Good-Ad" Signs

of  
**DECALCOMANIE**  
that "Goes on Forever"

effectively and economically point the way to "where" many nationally advertised products are sold

Send for actual Decalcomanie samples to try—also, for illustrated literature "S" and details of non-obligating, free sketch offer.

We have some particularly interesting information for advertising agents.

## PALM, FECHTELER & COMPANY

Decalcomanie Pioneers

67 Fifth Avenue

New York

Representatives in all principal cities.



**Transfer**



## Sales Ammunition!

**S**ALES MANAGERS today are conquering the field by equipping their men with the "proofs positive"—actual photostatic fac-similes of testimonials and big orders received from enthusiastic buyers.

We are providing them with hundreds of copies, including in many cases reproductions of every order received. If the bulk is too great for the salesman's portfolio, the copies are reduced and three or four arranged attractively on the letter size sheet. The results they are realizing from displaying this convincing proof are indeed substantial.

### SPECIAL REDUCTION FOR YOUR 1923 CAMPAIGN

Extended to March 31, 1923

100 prints from any number of originals ..... \$18.00  
50 prints from any number of originals ..... \$9.50  
Any smaller quantity, each.....20c

We can copy anything—in the original size, enlarged or reduced. Saves cost of plates and composition. Quicker too.

To prove the excellence of our work, we will make a sample print for any "Sales Management" reader. Send letter or small clipping. No charge for sample.

**Commercial Photo-Print Co.**  
45-49 William Street New York City

**Env-o-Blanks**  
Make Ordering Easy  
Users Are Boosters Ask for Samples  
**American Loose Leaf Mfg. Co.**  
Sole Makers - CHICAGO



**"Growth"**  
Comes from the Acorn—

"GROWTH" is the title of our recently published advertising hand book — telling the story of how many business plants are growing under our ad-ministrations.

See the  
Palm - Fechteler  
& Co. Decalco-  
manic ad on  
page 367 — we  
prepared it.

**Acorn Agency, Inc.**  
Advertising

New York Philadelphia  
132 Nassau Street 605 Van Dam Bldg.



# TIPS



It costs just as much to create any kind of a package design for a packaged product. Why not, then, put selling force into it, suggests The Robert Gair Company, 350 Madison Avenue, New York, in a brass tacks booklet called, "Testing the Merchandising Value of a Package." In addition to specific information about comparative sales values of package designs, the booklet gives complete details of an interesting test conducted for a food product. It is strong in suggestion for the sales manager who confronts the problem of making the package an added power for selling.

Perhaps from time to time you face the detail of planning or rendering judgment on advertising-printing. Considerable practical assistance is represented by what might be termed a Suggestion Chart issued by the Manz Engraving Company, 4001 Ravenswood Avenue, Chicago. In a portfolio which fits a correspondence file the advertiser has stitched the suggestion sheets whereby conclusions can be reached as to size, illustrations, kind of engravings, color and style for folders, booklets and other forms of advertising obtainable from a printer; and in an additional 28-page booklet, "Where Successful Selling Begins," the Manz Engraving Company presents a variety of useful suggestions both in respect to the production of advertising-printing and in respect to the functions of men who have responsibility for planning such printing.

There are vast possibilities in the humble classified advertisement, readily discoverable through the booklet, "Working a Want Ad to Make It Pay" issued by the Business Survey of the *Chicago Tribune*. Throughout its forty-eight pages, the booklet is alive with suggestions, not the least interesting phase of which is the "deadly parallel" represented by original advertisements which pulled either unsatisfactorily or in only a moderate way, and the same advertisements revised which far exceeded their predecessors in results. In using the classified columns for salesmen or for such other purposes as may be current, the little *Tribune* booklet will prove of definite value.

Do you know the seven primary factors on which good business in 1923 can be foretold to a considerable degree of certainty? The Joseph Richards Company, 9 E. 40th Street, New York City, has concentrated them in a bulletin which may be had upon request. This bulletin, prepared by Melvin T. Cope-

land, Professor of Marketing and Director of the Bureau of Business Research, Harvard University, presents a forceful summary of conditions and prospects, providing information which might well be passed on to the retail field via the sales department.

St. Louis and its trading circles are quite graphically represented in a large blueprint which the *St. Louis Globe-Democrat* makes available to enquirers. On the blueprint side appears a very interesting presentation of St. Louis and its trade territory. On the reverse side in considerable detail towns are listed with statistical information as to the number of different business enterprises in each, with a further perspective on purchasing power in the form of a statement of total bank deposits. Quite a useful "picture" of the St. Louis market and obtainable by addressing Service and Promotion Department, *Globe-Democrat*, St. Louis, Mo.

"Where Are Sales Made?" on the surface is not such a perplexing question—yet in an interesting little pamphlet issued by Wynkoop-Hallenbeck-Crawford Company we read that the fundamental point of decision is in the mind, from which the author argues that "mental favor must be aroused before the salesman appears to make sales." This is the first of a series of booklets issued by the firm mentioned and copies may be obtained by a request addressed to 80 Lafayette Street, New York City, N. Y.

A particularly practical booklet of suggestion and guidance for retailers is "Successful Retail Selling," 10,000 copies of which have recently been distributed to dealers by the National Enameling & Stamping Company, Milwaukee. From these thirty pages retailers of the country will gain valuable suggestions on storekeeping which will be beneficial for the other manufacturers as well as to the company which sponsors the booklet. Its method of handling and the thought-provoking way in which retailing sug-

Some timely and practical hints on retail distribution are pointedly set out in two booklets available from the J. H. Cross Company, 15th and Locust Sts., Philadelphia, Pa. They are: "Points On Merchandising Advertised Products Through Department Stores" and "Merchandising Advertised Products Through Drug Stores." Because the viewpoint from which the booklets are written is so dependable, through viewpoint and experience, it is time well spent to give them attention.



## Who Should Pay Advertising Agents?

(Continued from page 356)

vance the amount of selling that the advertising agencies of this country do on their present commission plan?

You have very well stated the fact that what advertising is today it is because of our present agency system. The answer is told in growth of foreign advertising in every kind of publication, and is told in advertising managers' jobs which came into being through the development of advertising.

We appreciate the thought that you have given this, and the able manner in which you have written your views.

A Cleveland agent is so impressed with the possibilities for making a lot of money under the A. N. A. plan for agency compensation that he says: "Should the publishers accept the A. N. A. views on this matter, and abolish commissions to agencies I would immediately liquidate my interests in my agency." A New York agent writes: "I am familiar with the propaganda and the agitation of the A. N. A. to eliminate the advertising agent (although they will not admit this) and all that they will accomplish is to produce a state of chaos in the advertising business that will ultimately hit the advertiser the hardest. It is simply another case of the goose and the golden eggs." Another New York agent predicts that "in ten years' time under the proposed system the advertising agency business would not be a field to attract the talent that has developed advertising to the benefit of the advertiser and the publisher to a far greater degree than it has the advertising agent."

But in our opinion a letter from a Philadelphia agent sums up the whole proposition in a few words when he writes:

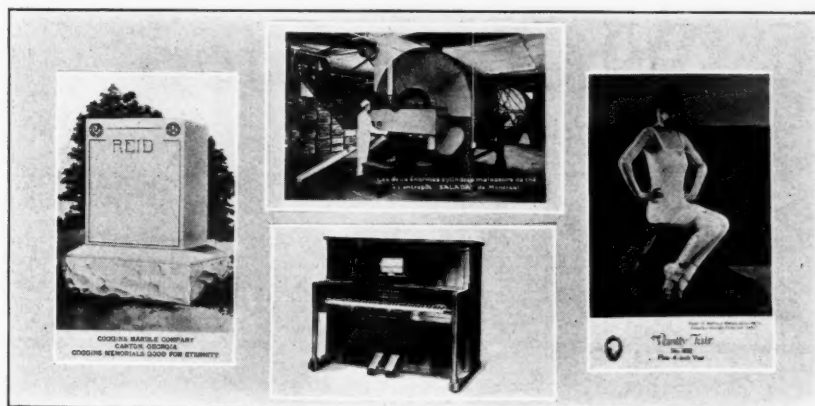
I think if the A. N. A. are allowed to keep on talking, they will get this idea out of their systems and feel better. If the men who are doing the talking only had more advertising agency experience, they would realize that it would be the greatest backward step they could take to have the present agency system of compensation abolished.

"If our subscription is up, please understand that we shall continue to subscribe for SALES MANAGEMENT indefinitely, as we place a great deal of value upon it, and look forward to it every month."—CURTIS BROS. & Co.

What would happen to your territory if you were sick a month. Plan now to do something for customers that will make them want to help you in an emergency.

### Correction

In the article entitled, "What Is the Best Car for Salesmen?" January, 1923, issue, an error was made in quoting the operating costs of Chevrolet cars. The figures in the article were 8.036 and 8.045. A dollar mark should have been substituted for the eights, making the figures \$.036 and \$.045.



## Increase Your Sales with Photographs

1000 Postcards - \$20.00

Century Photographs are actual photographs showing your product, its manufacture, new and unusual uses of the product, and the like.

Such photographs, with a sales message printed on the back, when slipped into your outgoing mail or when mailed as postcards, will increase your sales.

Century makes photographs in quantities in any size from  $3\frac{1}{2} \times 5\frac{1}{2}$  up to  $20 \times 24$  inches. Let us demonstrate what we can do for you. Write now for samples and prices.

### CENTURY PHOTOGRAPHS

424 West 127th Street

New York City, N. Y.

# OMAHA

Is the control point of a market of more than 10,000,000 people.

Fourth railroad center of the world.

Has warehouse floor space of over 2,000,000 square feet.

Second live stock market of the world.

Omaha is surrounded by a vast fertile, prosperous market situated in

*the heart of the midwest*

Write any of these Omaha  
Warehouses:

W. M. Bushman  
Ford Transfer & Storage Co.  
Gordon Fireproof Warehouse & Van  
Mercantile Storage & Warehouse Co.

Nebraska Storage Warehouses  
Omaha Warehouse Co.  
Pacific Storage & Warehouse Co.  
Terminal Warehouse Co.  
Bekins Omaha Van & Storage

# Where to Stop



*A sure way to kill  
a salesman's love  
for his job is to  
expect him to put  
up at a second rate  
hotel*



## HOTEL TULLER

**DETROIT, MICH.**

Headquarters for  
Old Colony Club  
Detroit Automobile Club  
Motion Picture Exhibitors'  
Association

European Plan  
600 Rooms 600 Baths  
\$2.50 up, Single \$4.50 up, Double  
Sample Room, \$5.00 per Day

Cafeteria Cafe a la Carte Men's Grill

A. McKendrick, Mgr.

## HOTEL CLEVELAND

**Cleveland, Ohio**

Discriminating sales executives and their salesmen prefer the Cleveland. Strictly modern in every respect. Serv-a-dore equipment in all rooms. Floor clerks on each floor.

1000 Rooms—1000 Baths

Plan your next convention and make your appointments at the Cleveland.

E. M. BUEL, Gen. Mgr.

## HOTEL LINCOLN

**Lincoln Square : Indianapolis, Ind.**

Fifteen stories of comfort and luxury!

400 Rooms—400 Baths, circulating ice water. The Rotary Hotel.

Wonderful dining rooms, Coffee Shop and Soda Fountain

"You will feel at home at The Lincoln"

WM. R. SECKER, General Manager

## THE CURTIS HOTEL

**10th St. at 4th Ave.**

**MINNEAPOLIS, U. S. A.**

Largest and Finest Hotel in the Northwest  
Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbys and Amusement Rooms

### TARIFF

75 Rooms with Bath, \$2.00 for one person  
\$3.00 for two  
325 Rooms with Bath, \$2.50 for one person  
\$3.50 for two  
200 Rooms with Bath, \$3.00 for one person  
\$4.00 for two  
Others with Bath, \$4.00 to \$10.00

## HOTEL SENECA

**350 ROOMS**

The comforts and convenience of the Seneca make it a favorite stopping place with sales managers and their salesmen when in Rochester. Test our service.

B. F. WELTY, Manager  
Rochester, N. Y.

## GENERAL FORBES HOTEL

**Formerly Colonial Annex  
PITTSBURGH, PA.**

600 Rooms 300 Private Baths  
100 Extra Large Sample Rooms  
European, Rates \$1.50 up  
Room with private bath \$2.50 up  
Most centrally located hotel in Pittsburgh. Absolutely fireproof

L. FRED KLOOZ, President

## Hotel News

Following closely on the announcement that ground has been broken in Boston for the new Statler Hotel comes the news from Hotel Statler, Inc., that a new 1,200-room hotel of the most modern construction and design will shortly be built in Detroit.

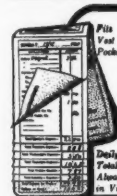
The New York hotels, always a dependable "business barometer" for the entire country, look for the best and steadiest business during 1923. Mr. A. J. Harnett, chief room clerk of the Hotel McAlpin, has reservations covering all of January and February for large and small business groups coming for sales meetings and conventions.

Taps are to be sounded for the famous old Palmer House in Chicago. This well-known hotel is to be torn down and a new Palmer House to be erected. The new hotel will be twenty-three stories in height, will cost over \$12,000,000 and will have 2,000 rooms. That the new hotel will cater to salesmen is shown by the fact that five entire floors will be devoted to sample rooms.

Sales executives making Toledo will be surprised to hear of the new 500-room Hotel Wallick which is to be built directly opposite the Hotel Secor. Mr. L. Wallick, for whom the hotel is named, is proprietor of the Hotel Secor and the Hotel Deshler in Columbus as well as co-proprietor with John McE. Bowman, of the new Providence-Biltmore Hotel in Providence, R. I.

Work will soon be completed on the hotel Sylvania, in Philadelphia, and the formal opening will occur in the early spring. This building will be 15 stories high and will contain 400 rooms, each with bath. J. C. Bonner, prominent in the hotel world has been engaged as managing director. Another 1,200-room hotel which is to be constructed in the Quaker City in the near future is the Ben Franklin.

For the first time in 105 years the Planters Hotel in St. Louis, Mo., recently stopped receiving guests. The "Old Planters House" will be converted into an office building soon. This old hostelry in the '40's and '50's was considered the social center of the South.



### Handy Expense Books for Traveling Men

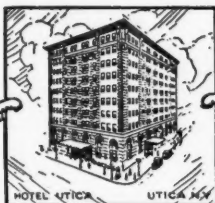
Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free  
100 for \$3.00 500 for \$13.75 1000 for \$25.00  
GARRETT & MASSIE, Inc., Publishers  
P. O. Box 1837-D Richmond, Virginia

## TOLEDO, OHIO

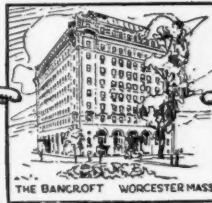
### THE TOLEDO TERMINAL WAREHOUSE COMPANY

928-930 George St., Toledo, Ohio  
STORAGE OF MERCHANDISE  
Special Attention to Pool Car Distribution





# UNITED HOTELS CO. OF AMERICA *The Hallmark of Hospitality*

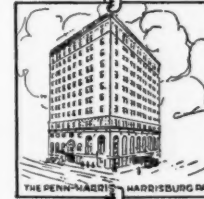
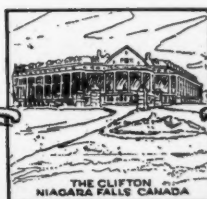
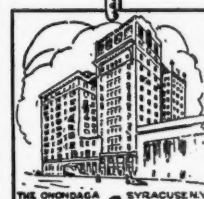


## The Home Idea in Hotel Operation

Seventeen real Centers of Hospitality for Travelers seeking Rest, Food and Recreation. Each in the Heart of an Important City.

MODERN FIREPROOF  
REASONABLE RATES

*Luxury and Comfort Without Extravagance*



- |                        |   |
|------------------------|---|
| THE BANCROFT           | WORCESTER, MASSACHUSETTS                  |
|                        | Charles S. Averill, Mgr.                  |
| THE TEN EYCK           | ALBANY, NEW YORK                          |
|                        | Harry R. Price, Mgr.                      |
| HOTEL UTICA            | UTICA, NEW YORK                           |
|                        | Walter Chandler, Jr., Mgr.                |
| THE ONONDAGA           | SYRACUSE, NEW YORK                        |
|                        | Proctor C. Welch, Joseph E. Grogan, Mgrs. |
| THE SENECA             | ROCHESTER, NEW YORK                       |
|                        | B. F. Welty, Mgr.                         |
| HOTEL ROCHESTER        | ROCHESTER, NEW YORK                       |
|                        | Lewis N. Wiggins, Mgr.                    |
| THE ROBERT TREAT       | NEWARK, NEW JERSEY                        |
|                        | Charles A. Carrigan, Mgr.                 |
| THE STACY-TRENT        | TRENTON, NEW JERSEY                       |
|                        | Charles F. Wicks, Mgr.                    |
| THE PENN-HARRIS        | HARRISBURG, PENNSYLVANIA                  |
|                        | H. S. McDonnell, Mgr.                     |
| THE LAWRENCE           | ERIE, PENNSYLVANIA                        |
|                        | W. A. Cochran, Mgr.                       |
| THE PORTAGE            | AKRON, OHIO                               |
|                        | Harry Halfacre, Mgr.                      |
| THE DURANT             | FLINT, MICHIGAN                           |
|                        | George L. Crocker, Mgr.                   |
| THE MOUNT ROYAL        | MONTREAL, CANADA                          |
|                        | Vernon G. Cardy, Mgr.                     |
| KING EDWARD HOTEL      | TORONTO, CANADA                           |
|                        | L. S. Muldoon, E. R. Pitcher, Mgrs.       |
| ROYAL CONNAUGHT        | HAMILTON, CANADA                          |
|                        | A. E. Carter, Mgr.                        |
| THE CLIFTON            | NIAGARA FALLS, CANADA                     |
|                        | Open May to September                     |
| PRINCE EDWARD HOTEL    | WINDSOR, CANADA                           |
|                        | N. P. Mowatt, Mgr.                        |
| THE ROOSEVELT          | NEW YORK CITY                             |
|                        | Building                                  |
| THE OLYMPIC            | SEATTLE, WASHINGTON                       |
|                        | Building                                  |
| THE ALEXANDER HAMILTON | PATERSON, N. J.                           |
|                        | Building                                  |

## UNITED HOTELS COMPANY OF AMERICA

Frank A. Dudley, President  
 Frederick W. Rockwell, Vice-Pres. J. Leslie Kincaid, Vice-President  
 Horace L. Wiggins, Vice-President D. M. Johnson Secretary  
 Geo. H. O'Neil, Gen. Mgr. Canadian Hotels

Executive Offices  
 25 WEST 45th STREET, NEW YORK

## \$4,000 in Prizes for Salesmen and Sales Managers

A nation-wide contest for helpful selling ideas is being conducted under the auspices of the publishers of **SALES MANAGEMENT**. All salesmen and sales managers are privileged to submit stories of successful sales made under difficult conditions for consideration by the contest judges.

The contest will run during all of 1923 and each week four prizes will be awarded. Forty dollars will be paid for the best story, \$15 for the second best, \$10 for the third best and \$5 for the fourth best.

The only conditions are that the publishers be given the right to print the stories in the *Dartnell Sales Bulletin*, that the name of the salesman, his firm, the product sold, and the location of the customer be mentioned. There are no other conditions, and no obligation is attached to the contest in any way.

The publishers feel that this contest will be an incentive for salesmen to think more about the selling problems connected with their work, and that it will bring to the attention of thousands of salesmen the best plans used by salesmen in other lines.

Sales managers are invited to write the publishers of **SALES MANAGEMENT** for further particulars. Circulars describing the contest will be furnished all sales managers who desire their salesmen to compete. Many of the leading manufacturers in varied lines of business have enthusiastically endorsed the idea.

## Personal Service and Supplies

Rates: 36c a line of seven words; minimum \$3.00.

### SALES EXECUTIVES WANTED

**SALES ASSISTANT—YOUNG MAN WITH A** good head for detail, as assistant to the sales manager. Must be able to handle correspondence with salesmen and be handy with figures. A real opportunity with an old established company near Philadelphia. Address, "Sales Opportunity," care of **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

### SALESMEN WANTED

**HAVE YOU MADE AN INCOME OF \$5,000** or more in 1922? If you have and live in or near a city of 50,000 or more we can show you how you can get into business for yourself, be home with your family and more than double your income. You will need about \$1,000 to finance your living and office expenses. Only men of proven ability and successful past record will be considered. Box 252, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago, Ill.

**WANTED—SALESMEN WHO CAN EARN** \$7,500 and up annually. Between ages of thirty and forty years, must have personality—want producers, men that can reach executives in every line of business. Product highest quality, nationally known. Straight commission. Districts now open in Chicago, Detroit, Cleveland. Give full information regarding yourself, experience, results obtained, etc. Address Box 256, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

### MISCELLANEOUS

**CUSTOM SHIRTS TAILORED TO YOUR** measure at reasonable prices. Best of workmanship and material. Satisfaction guaranteed. Write for samples. Stevens Custom Shirt Co., Seneca & Aurora St., Ithaca, N. Y.

### POSITIONS WANTED

**SALES EXECUTIVE, NOT A "MASTER** salesman," but one who develops sales through careful planning and directing, rather than force of personality and example, seeks a connection where the policy permits the application of his methods and experience. Address G. B. L., Room 803, 280 Madison Ave., New York.

**CHICAGO BRANCH MANAGER—TWELVE** years' experience food product lines. Executive ability, good personality, married, age 35. Know every wholesale, jobber, chain, department and variety store buyer within 300 miles of Chicago. Now employed as sales manager, but want broader opportunity. Capable of directing active sales force and securing results. Salary or salary and commission. Proposition does not have to be food line if quality merchandise. If you want a keen, alert and aggressive executive who can produce, let us get together and talk it over. Address **SALES MANAGEMENT**, Box 253, 1801 Leland Ave., Chicago.

**SALES MANAGER NOW EMPLOYED EX-**perienced in power machinery, auto accessories, furniture, allied wood-working lines, wishes change for brighter future. Age 36, in the best of health, active, adept. Can show proof of initiative and executive ability covering sales experience of 15 years. Address Box 257, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago, Ill.

**YOUNG MAN OF VARIED PRACTICAL** and technical experience, now sales manager, office manager and publicity head for company of national scope in Middle West, available March 1st. A good market analyst; can plan and put through successfully sales promotion and advertising campaigns of national or local character; thoroughly reliable; a consistently steady worker; married. Box 258, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

**ASSISTANT IN SALES OR ADVERTISING** department. A young man experienced and well educated, desires such a position with a progressive firm. Experience covers trade and specialty selling, organizing sales forces, and managing branch offices in different parts of the country. Content with moderate income until value to organization is well proven. Box 259, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

**SITUATION WANTED BY HIGH-GRADE** executive, secretary and sales manager of one of the largest food manufacturing concerns of its kind in the United States. At liberty at once. Can speak foreign languages and will travel. A-1 references. Box 254, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

**ACCOUNTS WANTED—A SALES MANAGER** with commanding personality and a wonderful record for results, covering 15 years, is opening Chicago office with active sales force. Want good lines of merchandise to market in Chicago and surrounding towns as manufacturer's representative. Well acquainted with buyers within 200 miles, of wholesale grocers, jobbers, chain stores, department and variety stores. Also butter and egg and fruit and produce. If you want an aggressive representative who is on the job every day looking after your interests, write me for appointment. Address Box 255, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

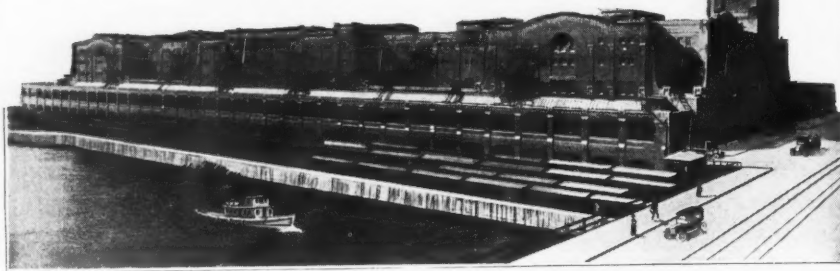
**SALES EXECUTIVE WANTS POSITION—**Past record covers twelve years with one firm as Chicago district manager, asst. sales manager and advertising manager; three years with another firm as asst. general sales manager and business manager. Employed now as sales manager. Married and have family. Box 2254, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

**MANUFACTURERS—IF YOUR PROBLEM IS** building sales, city by city, or in a national way, you are invited to exchange facts with a good organizer and successful director of salesmen. Twelve years' executive experience in directing, selling and advertising. Aggressive, broad-gauged, clear visioned, with sound merchandising judgment. Now handling national advertising and directing efforts of forty-five men. University graduate. Age 39. Salary \$9,000. Box 250, **SALES MANAGEMENT**, 1801 Leland Ave., Chicago.

### CAPITAL

**CAPITAL IN ANY AMOUNT RAISED BY** my tested plan of reaching selected investors direct by mail. Twenty years' resultful experience planning sales campaigns and writing investment advertising. Submit outline of your business problem for free analysis, samples of my work and booklet, "How to Raise Capital." Gardner Advertising Service, B-510 Ridge Arcade, Kansas City, Mo.

## Forward-Looking Sales Managers Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

## Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago

Harrison 6350

Wilson V. Little, Supt.